



**York University  
Board of Governors**

*Notice of Meeting*  
**Monday, December 8, 2014**  
**3:00 pm to 6:00 pm**

**BMO Skyroom, 3<sup>rd</sup> Floor  
Centre of Excellence, Glendon Campus  
2275 Bayview Avenue, Toronto**

**AGENDA**

**TAB**

- I. CLOSED SESSION**
- II. OPEN SESSION (approximately 3:30 pm)**
  - 1. Chair's Items (J. Foster)**
    - a) Report on Items Decided in the Closed Session**
    - b) Presentation: York University Graduate Students' Association ..... 1**
  - 2. Executive Committee (J. Foster) ..... 2**
  - 3. President's Items (M. Shoukri)**
    - a) Kudos Report ..... 3**
    - b) Update re AAPR**
  - 4. Presentation: Innovation York (R. Haché) ..... 4**
  - 5. Academic Resources Committee (H. Wu) ..... 5**
    - a) November Report on Appointments, Tenure and Promotion (for approval, H. Wu) ..... 6**
  - 6. Finance and Audit Committee (O. Ibrahim) ..... 7**
    - a) Bergeron Centre for Engineering Excellence Budget Approval (For approval; O. Ibrahim) ..... 8**
    - b) Engineering Equipment Budget Approval (For approval; O. Ibrahim) ..... 9**

**DECEMBER 8, 2014**

7.	<b>Governance and Human Resources Committee</b> ( <i>S. Black</i> ) .....	10
8.	<b>Land and Property Committee</b> ( <i>P. Tsaparis</i> ) .....	11
9.	<b>Investment Committee</b> ( <i>Oral report; R. Williamson</i> ) a) <b>Annual SIPP Review</b> ( <i>For approval R. Williamson</i> ) .....	12
10.	<b>Marketing, Communications and Community Affairs Committee</b> ( <i>Oral report; T. Viner</i> )	
11.	<b>Other Business</b>	
12.	<b><i>In Camera</i> Session</b>	

### **CONSENT AGENDA**

1.	<b>Minutes of the Board of Governors Meeting of October 6, 2014</b> .....	i
2.	<b>Pension Fund Board of Trustees Appointment</b> .....	13

Maureen Armstrong  
Secretary

#### **Important Dates to Note:**

**Board of Governors Meeting**  
**Monday, February 23; 3:00 pm – 6:00 pm**

**York University**  
**Board of Governors**  
 Minutes of the Open Session of the Meeting of  
**Monday, 6 October 2014**  
 Marshall A. Cohen Governance Room

<i>Present:</i>	<i>Regrets:</i>	<i>Others:</i>
Julia Foster, Chair Shadiya Aidid Susan Black William Boyle Darnel Harris William Hatanaka Ozench Ibrahim Vijay Kanwar Armand La Barge Robert Lewis David Leyton-Brown David McFadden Earle Nestmann Rose Reisman Honey Sherman Mamdouh Shoukri Dragan Spasojevic Paul Tsaparis Tony Viner Rick Waugh Hana Zalzal  Maureen Armstrong, <i>Secretary</i> Cheryl Underhill, <i>Assistant Secretary</i>	Angelo Belcastro John Hunkin Zahir Janmohamed Peter Marrone Sal Paneduro Tim Price Randy Williamson Henry Wu	Gary Brewer Sarah Cantrell Barbara Crow Robert Everett Richard Francki Ashley Glovasky - Excalibur Rob Haché Hamoudi Hneinou YFS Deszo Horvath Donald Ipperciel Brian Kelly Nick LaRocca Ran Lewin Weiling Li Ijade Maxwell-Rodrigues Gayle McFadden, YFS Janet Morrison Roxanne Mykitiuk Jeff O'Hagan Alice Pitt Trudy Pound Curtis Bud Purves Joanne Rider Liisa Stephenson Noël Sturgeon Susan Webb  Elaine MacRae, <i>Board Coordinator</i>

## **II. OPEN SESSION**

### **1. Chair's Items**

Mrs Foster welcomed all in attendance to the first meeting of the new academic year, specifically new governors Professor David Leyton-Brown, Ms Shadiya Aidid and Mr Dragan Spasojevic.

The 2014 student orientation video was viewed with the Board.

### 1. a) *Report on Items Decided in the Closed Session*

The Chair reported on the items decided in the *Closed* session of the meeting, which included the following re-appointment to the Board of Governors:

- Henry Wu, for a second term effective 6 December 2014

## 2. **Executive Committee**

Mrs Foster *noted* the report circulated with the agenda.

### 2. a) *Action Taken on Behalf of the Board*

The Executive Committee addressed two items of business on behalf of the Board since the last meeting, including:

- the re-appointment of Dean Lorne Sossin, Osgoode Hall Law School and Dean Janusz Kozinski, Lassonde School of Engineering
- authorization of the President to execute a Memorandum of Understanding with the Region of York and with the City of Markham for the construction of a new York University campus in Markham Centre, such agreements generally in accordance with the terms and conditions as outlined to the Board of Governors Executive Committee at its meeting of September 18, 2014.

### 2. b) *Pension Plan Text Amendments*

The documentation circulated with the agenda was *noted*. A revised version of the *Resolution of the Board of Governors of York University* was distributed to the Board in advance of the meeting; a copy is filed with these Minutes. The changes to the Pension Plan are relatively minor in nature, having been deferred from the first round of significant Plan changes incorporated in 2013. It was duly *agreed*, ***that the Board of Governors approve the Resolution (Attachment 2), which outlines required changes to the Pension Plan text.***

## 3. **President's Items**

### 3. a) *Kudos Report*

A written brief was distributed; a copy is filed with these minutes. In sum the President reported on:

- the highly successful student orientation this Fall
- the upcoming Bryden Awards event
- the Honorary Doctorate recipients for the Fall Convocation ceremonies
- faculty members' SSHRC funding successes
- the Times Higher Education *2014-2015 World University Rankings*, which placed York in the top 250 universities overall, and in the top 100 for Arts & Humanities, and Social Sciences

### 3. b) *York in York Region Campus*

Referring to the presentation slides circulated with the agenda, the President spoke to the University's submission to MTCU for a York Region campus, highlighting the benefits of the location, the guiding principles, vision and programs for the campus and the University's partnerships for the initiative. A campaign communication plan has been developed jointly with the City of Markham, York Region and Seneca College to foster awareness and

support for York's bid to the Province. An announcement from the government is anticipated in the Spring.

3. c) *India Trip*

Dr Shoukri reported on his trip to India to attend the official opening of the Schulich campus in Hyderabad which was attended by prominent politicians and other dignitaries. The campus is enjoying a strong profile in India, a credit to the commitment of Dean Horvarth and the hard work by staff at the University to bring it to fruition.

3. d) *Bergeron Donation*

It was shared with the Board that Doug and Sandra Bergeron increased their support of the Lassonde School of Engineering to \$10-million. The new gift will go towards the School of Engineering's new building which, in recognition of their generous donation to the University, will be named the *Bergeron Centre for Engineering Excellence*.

**4. Marketing, Communications and Community Affairs Committee**

Mr Viner spoke to the written report, noting the positive media coverage the University received on its orientation programming this year. The Committee will be broadening its mandate to include oversight of advancement for a trial period, after which a review of its terms of reference will be conducted.

4. a) *Brand Campaign Update*

Referring to the slides included in the material circulated, Susan Webb, Chief Communications & Marketing Officer, presented the updated "This is My Time" marketing campaign launched for 2014- 2015. Given the extremely competitive post-secondary student market, and the challenges to its reputation that York has encountered in recent years, the external feedback on the campaign is positive and indicates that the University's reputation is improving. The Division will be collaborating with the Vice-President Advancement to integrate the upcoming fundraising campaign into the *This is My Time* brand.

**5. Academic Resources Committee**

In the absence of Mr Wu, Mr Nestmann spoke to the written report. The Committee had a constructive orientation meeting to start the year, at which it was briefed by the Provost and Vice-President Research & Innovation about the major academic and research plans for 2014-2015. A review of the terms of reference of the Academic Resources Committee will be conducted this year to identify opportunities to enhance governance.

5. a) *Enrolment Update*

The Provost provided an oral report on 2014-2015 enrolments. The University is experiencing a significant shortfall in enrolments owing to a decline in the number of new undergraduate and graduate students, decreased retention of existing undergraduates, and a softening in students' course loads. The shortfall carries a critical impact on the University's budget. Efforts are underway to remedy the situation, including increasing the winter term intake, targeted marketing, and surveying non-returning students to learn their reasons for not continuing at York. Strategic enrolment planning will be a focus of the upcoming Board retreat.

**6. Finance and Audit Committee**

Ms Ibrahim *noted* the information report.

6. a) *Appointment of External Auditors*

Documentation circulated with the agenda was noted. It was duly *agreed* that the Board approve the re-appointment of Ernst & Young LLP as the auditors for the University for the fiscal year 2014-2015 under terms and fees to be negotiated similar to prior years.

6. b) *Student Referenda Approvals*

Ms Ibrahim *noted* the documentation circulated with the agenda. Many of the levies approved over the years do not include a sunset clause; this issue will be reviewed going forward. It was duly *agreed* that pursuant to the results of the student referenda conducted 24-27 March 2014:

1. The current levy for Masters of Environmental Studies students of \$75 for full time and \$37.50 for part time students for the Graduate Environmental Studies Students Association (GESSA) be increased to \$118.50 for full time students and \$59.25 for part-time students; and
2. The current levy for all undergraduate Glendon students of \$0.10 per credit for the World University Service of Canada (WUSC Glendon) be increased to \$0.15 per credit.

7. **Governance and Human Resources Committee**

The Board received for information the report in the agenda. With respect to the partial designation for the University under the *French Language Services Act*, discussions are continuing with the government and no firm metrics on francophone Board members have been determined at this time. Including francophone members on the Board is a direction being pursued generally, as it enhances the Board's diversity and its reflection of the University community's composition.

7. a) *Board Questionnaire Results*

Referring to the Committee report, Ms Black spoke to the low response rate to the Board's annual survey. As a result, the Committee will take the opportunity this year to revise the questionnaire to ensure its currency and relevance.

8. **Investment Committee**

A written report from the Committee was distributed at the meeting; a copy is filed with these minutes. Ms Aidid advised that divestment of University funds from companies related to arms production and human rights violations is a growing interest of students at York. A student petition calling for sustainable investment practices by the University is being circulated. It is anticipated that the issue will be discussed by the *University Advisory Committee on Responsible Investing*, a pan-university body recently established by the Vice-President Finance & Administration to provide input on the investing process for the Endowment Fund.

9. **Land and Property Committee**

Mr Tsaparis spoke briefly to the written report in the agenda, highlighting the developments on the York Region campus, the new student centre and the construction of the new engineering building, all exciting initiatives.

10. **Other Business**

There was no other business.

## **12. *In Camera* Session**

An *in camera* session was held. No further decisions were taken.

## **Consent Agenda Items**

All consent items were deemed to be approved.

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Julia Foster  
Chair

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Maureen Armstrong  
Secretary





# Close the Gap

on Differential Tuition Fees

*Building A Better Future for  
International Students*

Monday December 8<sup>th</sup>, 2014



## *How the Campaign All Started...*

**The Board of Governors approved a 50% Increase to International Tuition Fees for all new Students at York**

- All existing international students are faced with an annual increase of 5.5% until 2016

**The Faculty of Graduate Studies eliminated vital funding for Graduate Students at York University**

- *The **International Tuition Fees Scholarship*** (ITFS) was a means to close the gap between domestic and international fees and was eliminated

- York University's enrolment in Graduate Programs is declining significantly



**50%  
INCREASE**

## FOR INTERNATIONAL STUDENTS



### **BEFORE TUITION FEE HIKES:**

Masters tuition fee (2012-13): \$3,757.60 per term; \$11,272.80 annually  
PhD tuition fee (2012-13): \$3,757.60; \$11,272.80 annually



### **AFTER TUITION FEE HIKES:**

Masters tuition fee: \$6,918.19 per term; \$20,754.57 annually  
PhD tuition fee: \$6,615.00 per term; \$19,854.00 annually

# *What we 're asking from the Board of Governors*

## **1. Create More Funding for International Students**

- International students have limited access to scholarships, awards, and bursaries compared to domestic students

## **2. Help Pressure the Provincial Government**

- Start funding international students
- Regulate tuition for international students

## **3. Consider looking at an Alternative**

- One that doesn't involve fee increases
- Access to financial documents

**Budget**

**50%  
INCREASE**

*Ontario Universities* should base its tuition policies on principles of access, equity and scholarly exchange.

# *International Students...*



## **Are financially vulnerable**

- Not eligible for most external scholarships and loans
- Don't often have family support
- Cost of living both on and off-campus is expensive (e.g. bachelor graduate apartment on campus is \$788.00 per month)

## **Have limited funding opportunities**

- Teaching Assistantships (TA) are not enough to pay tuition fees
- No dedicated or guaranteed funding
- Limited number of awards and bursaries
- External funding can come at a cost

Conclusion: The current funding system allows only the wealthy to attend York University, thus we need to provide more funding.

# *International Students are...*



## **Willing to stay**

- In 2012, 51% of students have the intention of **becoming citizens**, and ***voting members of the community***
- Able to successfully contribute to the economy - Integrated and ready to work after completing their degree

## **Able to network**

- Those that said they wish to return to their home country many network and create partnerships with contacts in Canada
- Encourage their country people to study in Canada

## **Contributing to Academic Diversity**

- Help to build research linkages
- Contribute to knowledge mobilization across borders
- Contribute to the cultural diversity of campuses and communities

# *International Students Build Connections*





# *International Students are Important for Ontario's Economy*



## *Evidenced by:*

From 2000-2010, the number of international students in Ontario universities has tripled<sup>1</sup>

In 2010, Ontario budget set goal of expanding international student enrolment by 50% over 45,000 students already enrolled in Ontario PPSE<sup>2</sup>

In 2016, Immigration is estimated to account for 100% of net labour force growth in the country <sup>3</sup>

## *Conclusion:*

Subsidies will encourage international PSS in Canada and significantly contribute to our province's economy

1 Colleges Ontario, 2012; Council of Ontario Universities, 2012

2 Government of Ontario, 2010; Colleges Ontario, 2012; Council of Ontario Universities, 2012.

3 Citizenship and Immigration Canada 2012.



# Q: Why Subsidize *International* Students?



Currently, over **83,000 international students** are in PPSE whom are contributing:

- Over \$3 billion annually to Ontario's economy<sup>4</sup>
- \$455 million in provincial government tax revenue<sup>5</sup>
- \$1 billion in tourism revenue of \$23 billion total in 2012<sup>6</sup>

A: International Students are **Stimulating Ontario's Economy**  
**& Creating Jobs**

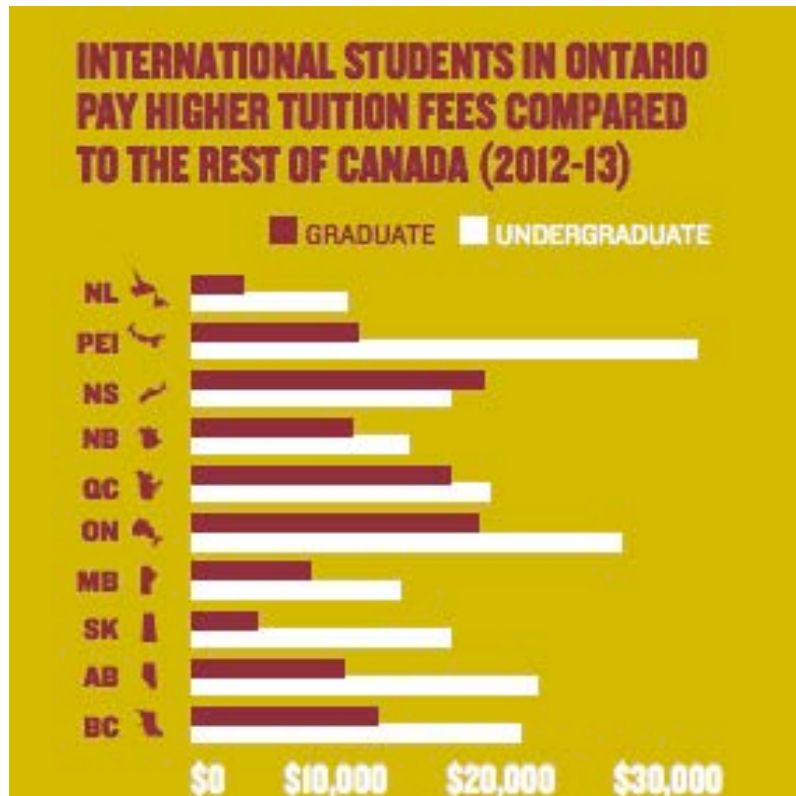
<sup>4</sup> Department of Foreign Affairs and International Trade. Government of Canada, 2012

<sup>5</sup> Economic Impact of International Education in Canada – An Update, 2012

<sup>6</sup> CFS Ontario Fact Sheet, 2011

# Q: If International Students are Coming Here, Why Should we Subsidize Their Fees?

A: Capture the market share from other provinces by making Ontario a more competitive destination for education for students



Source: Statistics Canada

- Ontario Fees for International Students are the **worst in Canada** for *graduate students*
- Other provinces like Saskatchewan, Alberta, Nova Scotia and Newfoundland are subsidizing their international students.<sup>7</sup>
- Students in Québec and B.C. are partially subsidized by their provincial governments

# How bad is it really in Ontario?

## A SAMPLE OF TECHNICAL AND PROFESSIONAL PROGRAM ANNUAL TUITION FEES FOR INTERNATIONAL STUDENTS (2012-13)

INSTITUTION	DOMESTIC	INTERNATIONAL
ST.LAWRENCE COLLEGE - HEALTH INFORMATION MANAGEMENT	\$5,065	\$23,037
SENECA COLLEGE - AVIATION TECHNOLOGY (CO-OP)	\$9,254	\$44,757
UNIVERSITY OF OTTAWA - COMMON LAW	\$21,312	\$49,362
UNIVERSITY OF TORONTO - MEDICINE	\$19,546	\$56,284
MCMASTER UNIVERSITY - MEDICINE	\$23,000	\$95,000

Source: Institutional financial services offices

## How Students choose a University

39% of International Students make their selection based on the financial package offered

44% of Internationals students say cost is factor

51% of International students have the intention of staying

# International Students in Canada



*High Fees create financial barriers and reduce enrolment; education becomes accessible to the wealthy.*

Ontario receives **only** 1/3 of Canada's International students  
For **every \$1000 increase** in tuition fees, **enrolment decreases 15%**

**In Ontario, we have some of the best universities in the world. To maintain this status we want to maintain the best students in the world.**

University of Toronto (ranked 17<sup>th</sup> in the world; 1<sup>st</sup> in Canada)

McMaster University (140 in the world; 6<sup>th</sup> in Canada)

University of Waterloo (180 in the world; 7<sup>th</sup> in Canada)

Queen's University (189<sup>th</sup> in the world; 8<sup>th</sup> in Canada)

University of Western Ontario (199<sup>th</sup> in the world; 9<sup>th</sup> in Canada)

University of Ottawa (227 in the world; 11<sup>th</sup> in Canada)

York University (297 in the world; 16<sup>th</sup> in Canada)

University of Guelph (461-470 in the world; 21<sup>st</sup> in Canada)

Carleton University (501-550 in the world; 23<sup>rd</sup> in Canada)

Ryerson University (701+ in the world; 25<sup>th</sup> in Canada)

University of Windsor (701+ in the world; 26<sup>th</sup> in Canada)

8. Thomas Kane "The Price of Admission: rethinking how Americans pay for College," University of California Press, **1999**.

9 Maclean's Macgazine, Canadian Universities **2013**.

# It Makes *Cents* to Fund International Students!

- A marginal funding of \$6,000 per student equates to **\$800 million**
- Projected income on continual growth will generate **\$1.8 billion**



# *What we 're asking from the Board of Governors*

## **1. Create More Funding for International Students**

- International students have limited access to scholarships, awards, and bursaries compared to domestic students

## **2. Help Pressure the Provincial Government**

- *Ontario* is missing out on over 1 billion dollars revenue of market share.

## **3. Consider looking at an Alternative**

- One that doesn't involve fee increases
- Access to financial documents

**Budget**

**50%  
INCREASE**

*Ontario Universities* should base its tuition policies on principles of access, equity and scholarly exchange.

# Thank you



**York University Board of Governors**

**CUPE 3903**

**YUGSA Executive and Staff**

**Student Power Working Group**

**Graduate International Student  
Working Group**

**CFS Executive and staff**

For additional information, contact:

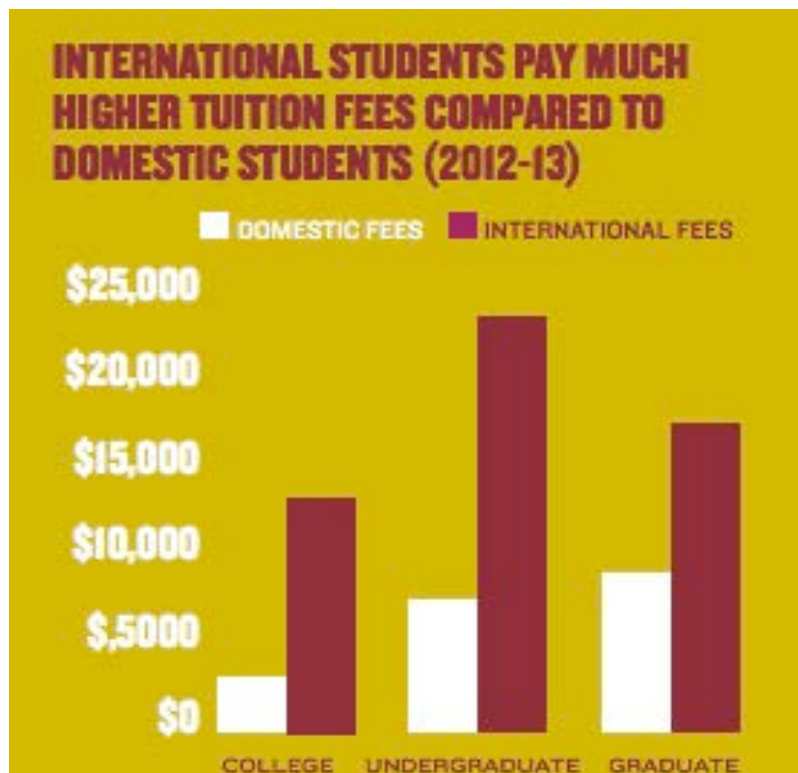
Jennifer Farmer, VP Campaigns YUGSA  
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Lucas McCann, President YUGSA  
([president@yugsa.ca](mailto:president@yugsa.ca))





# Comparing Domestic and International Student Tuition Fees in Ontario



Source: Statistics Canada

On average, international college students pay 4.5 times more in tuition fees than domestic students

Graduate international students pay more than double

And undergraduate international students pay more than triple

## Additional Slides

# Market Capture: Destination Ontario



- Subsidize international students → Increase PPSE enrolment  
→ Increased revenue at institutions like York U
- Increase in skilled workers → Immigration accounts for 100% projected growth in labour market
- Stimulate the Ontario Economy → A continued investment gives a 2 fold return per annum
- Make (Liberal) Ontario a leader → Offer fair and equal education
- Gain votes from new Voters → Creating a legacy for Ontario Liberal Government

**Additional Slides**

**EXECUTIVE COMMITTEE**  
**Report to the Board of Governors**  
at its meeting of 8 December 2014

*The Executive Committee met on November 24, 2014 and in addition to items on the agenda, makes this report to the Board for information.*

**1. Chair's Items**

This being the final meeting for Tim Price, the Chair acknowledged his exceptional service since first joining the Board in 1996, and his contributions on the Boards of the York University Foundation and the York University Development Corporation. Randy Williamson was welcomed to the Executive Committee as the succeeding Chair of the Investment Committee, as well as the Chair of the Pension Fund Board of Trustees.

Congratulations were extended to the following:

- Randy Williamson, Jeff O'Hagan and the advancement team for an exceptional Bryden Alumni Awards event held on November 13<sup>th</sup>.
- Tony Viner for his appointment as Chair of Sirius XM Canada Inc. He will be stepping down as Chair of the Marketing, Communications and Community Affairs Committee but will continue to be active on it and at the board.
- President Shoukri for his recent appointment to the federal Space Advisory Board.

The Committee briefly discussed the retreat held on October 31 and November 1. The session was positively received and yielded valuable discussions for both governors and senior leadership. Appreciation was again extended to Henry Wu for hosting the event at the Soho Metropolitan Hotel.

**2. President's Items**

President Shoukri reported on the Academic and Administrative Program Review (AAPR), noting the release of Task Force Reports early November, and the next steps in the process. It is expected that a 3-year strategy to strengthen program quality and advance financial sustainability will be presented to the Board at the June 2015 meeting.

**3. Committee Chairs: Key issues**

The chairs of the Finance and Audit, Land and Property and Governance and Human Resources committees shared and discussed the issues which have come to each of their committees and are reported elsewhere in the Board package. The Vice President Advancement has commenced development of a capital campaign, and will be providing regular updates to the Executive Committee on its progress.

**4. Other Business**

The Committee discussed the need to re-schedule Board committee meetings for the June 2015 Board meeting such that all are held the week of June 8<sup>th</sup>. A revised committee schedule will be prepared shortly.

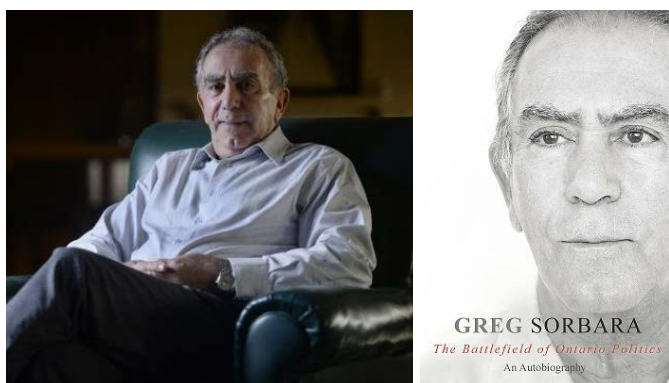
*Julia Foster, Chair*



### OCTOBER

Two York postdoctoral fellows have been awarded prestigious Banting Fellowships. Jesus Bermejo Tirado from the Faculty of Liberal Arts & Professional Studies and Alexander Stasheuski from the Faculty of Science will each receive \$140,000 in research funding over two years.

York Chancellor Gregory Sorbara launched his new book *The Battlefield of Ontario Politics* on October 30. The book offers a glimpse of the challenges and successes of Chancellor Sorbara's time in Ontario politics.



Distinguished Research Professor Emeritus Gordon Shepherd from the Lassonde School of Engineering is the recipient of the Scientific Committee on Solar Terrestrial Physics Distinguished Scientist Award for 2014.

### NOVEMBER

York team members climbed Toronto's CN Tower in support of the United Way Stair Climb and raised more than \$4,000—well over their \$2,500 goal.



Vice-President Academic and Provost Rhonda Lenton, along with six other York researchers, published *Community Service Learning and Community-Based Learning as Approaches to Enhancing University Service Learning*, for the Higher Education Quality Council of Ontario (HEQCO). The report analyzes the many advantages of experiential learning for post-secondary education.

17 York runners raised \$3,000 for the York Lions Swim to Survive Program at the Scotiabank Toronto Waterfront Marathon. The Swim to Survive program provides children with free swimming lessons.



The Lions men's soccer team had a banner year, winning their second straight Ontario University Athletics (OUA) championship, before going on to win the national title at the Canadian Interuniversity Sport (CIS) championship. This is the fourth OUA banner for the Lions, as well as the fourth Sam Davidson Memorial Trophy from CIS in the program's history.



Lions men's soccer head coach Carmine Isacco was named the Canadian Interuniversity Sport (CIS) coach of the year. He was one of four Lions honoured at the Charlottetown awards gala on Nov. 5, as Casey D'Mello, Jarek Whiteman and Jonathan Lao were all named CIS all-Canadians. It is the second straight year D'Mello and Lao have been recognized nationally, while Whiteman is an all-Canadian for the first time.

Innovation York, in collaboration with the Faculty of Health and the Lassonde School, created "LaunchYU," a campus-wide initiative that supports early-stage entrepreneurship and helps to accelerate start-up companies within the University and the surrounding community.



Long-time York supporters James and Joanne Love made a landmark donation of \$2.5 million in support of environmental sustainability in the Faculty of Environmental Studies (FES) and the Lassonde School. The gift will contribute to a number of initiatives including:

- Establishing the James and Joanne Love Chair in Environmental Engineering;
- Completing funding for the James and Joanne Love Chair in Neotropical Conservation;
- Endowing the Fisher Fund for Neotropical Conservation to honour James' good friend Woody Fisher, a champion of York's Las Nubes Project in Costa Rica.



Peter Liuni, a chemistry graduate student in the Faculty of Science, awarded the Queen Elizabeth II Graduate Scholarship in Science and Technology for overall academic excellence and research potential.

Political Science Professor Heather MacRae has been awarded the Jean Monnet Chair in European Integration, a teaching post sponsored by the European Union that celebrates excellence in research and teaching.

Professor MacRae will use the award funding to enhance the European Studies curriculum offered at York.



York Space Engineering alumnus Jakub Urbanek is an operations engineer on the Rosetta Team of the European Space Agency, the group that facilitated the historic Philae comet landing.

The Endless Possibilities and Hope Development Organization presented York graduate Christina Sgro (BA Hons. '08, MES '12) with their Women's Courage Award for Mentorship for her significant contributions to society.

The Faculty of Environment Studies (FES) was strongly represented at the 15th Planet in Focus Film Festival. The festival itself was founded by York alumnus Mark Haslam (MES '99, MFA '00), and this year at the festival FES alumna Tzepporah Berman was named the 2014 Canadian Eco-Hero for her work in environmental activism. Faculty member Martha Stiegman's film, *Honour Your Word*, was also screened.

This year's Bryden Alumni Awards celebrated five outstanding alumni who have made extraordinary achievements in their careers, and remarkable contributions to York University and to the broader community. The five leaders honoured at the awards dinner on November 20, 2014 at the Royal Ontario Museum were:

- Pinnacle Achievement: **Nigel Lockyer** (BSc '75), director, Fermilab
- Outstanding Contribution: **Samuel Schwartz** (MA '69, LLB '72), managing partner (Toronto office), Davis LLP
- Local Hero: **Sonia Cianfarani** (BA '96), recruitment officer, York University
- Redefine the Possible: **Kofi N. Barnes** (LLB '91), judge, Ontario Superior Court of Justice
- One to Watch: **Irvin Studin** (BBA '99, PhD '11), editor-in-chief and publisher, Global Brief, and president, Institute for 21st Century Questions.





Julia Foster, Chair of the Board of Governors, has been named one of Canada's Top 100 Most Powerful Women in 2014 by the Women's Executive Network (WXN). Foster received this honour at a WXN awards gala on November 27, 2014.



Thousands of students, staff, and faculty participated in the Fall Red & White Day on November 13th. Participation in events and celebrations was record-setting. Some highlights of the day include:

- Lions Men's Soccer Team, Women's Tennis Team, and Intramural Athletes were celebrated for their achievements at the Spirit Rally in the Student Centre.
- President Shoukri and Associate Dean of Students Peter Cribb from the Faculty of Science presented the 2014 York U My Time contest winner Lidia Kazakova, a fourth-year student in biomedical sciences, with her free tuition cheque.
- York alumnus and award-winning comedian Gerry Dee (BA '92), known for his role in the CBC sit-com "Mr. D," returned to his alma mater to talk about his time at York University and "Life After Graduation."
- The York community was eager to share its York spirit, as hundreds submitted photos to the Best in Class and #YUSpiritSelfie competitions.



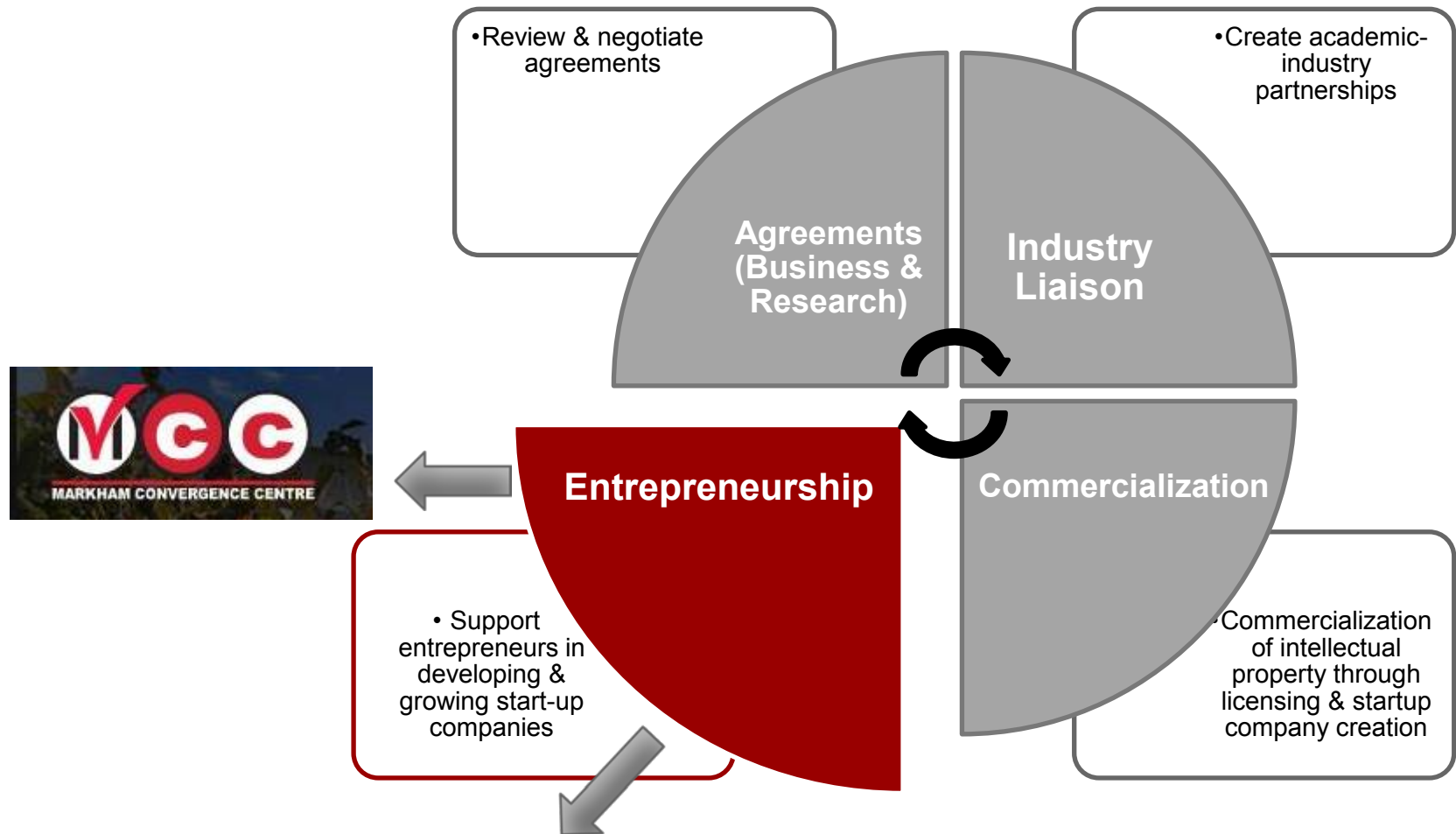


# Innovation at York

December 8, 2014

**Sarah Howe, Director, Innovation York**  
**Andrew Eckford, CTO & Co-Founder, Engage Biomechanics**

# Innovation York



LaunchYU

# LaunchYU

York University's new entrepreneurship program, where entrepreneurs can connect, collaborate, learn, and succeed. Future and current entrepreneurs can explore entrepreneurship as a viable career option and create and grow start-up companies.

## **EDUCATION • NETWORKING • MENTORING • ACCELERATION**

- Funded in 2014 by the Ontario Centres of Excellence (\$200k / year)
- Total Program Value = >\$500,000
- 5 project partners
- 2 accelerator programs leveraged
- 1 online community created & 61 students engaged to date







(live demo)

# What Are Pressure Ulcers?

- Pressure ulcers happen when **movement-impaired** persons are **immobile for too long**
- More than **1 million** affected persons per year in acute/LTC (USA)
- Prevalence **as high as 29%**



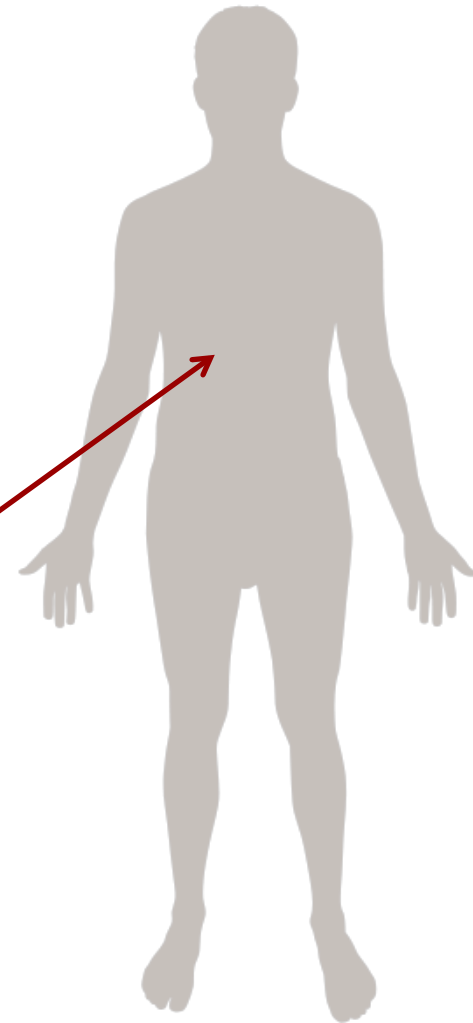
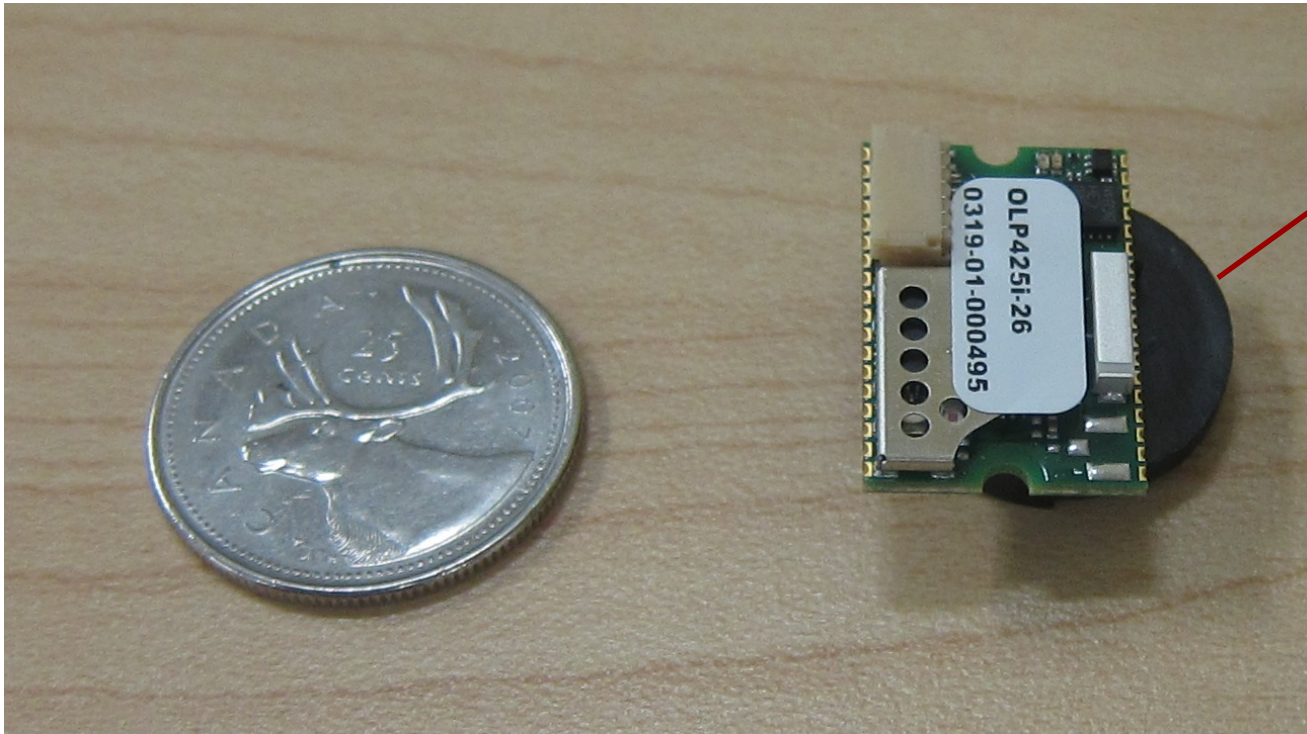


## The Engage Biomechanics Solution

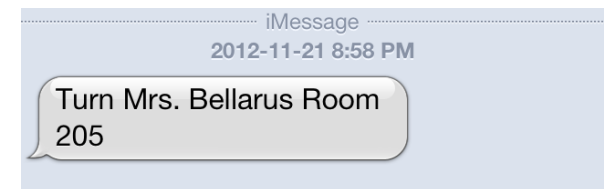
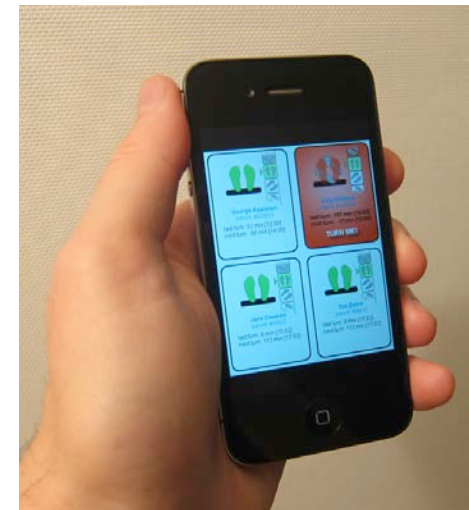
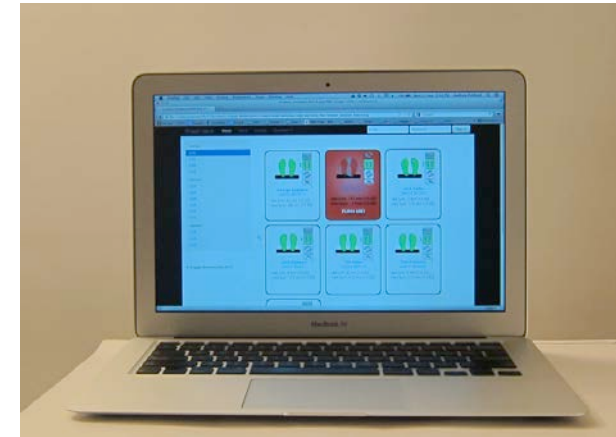
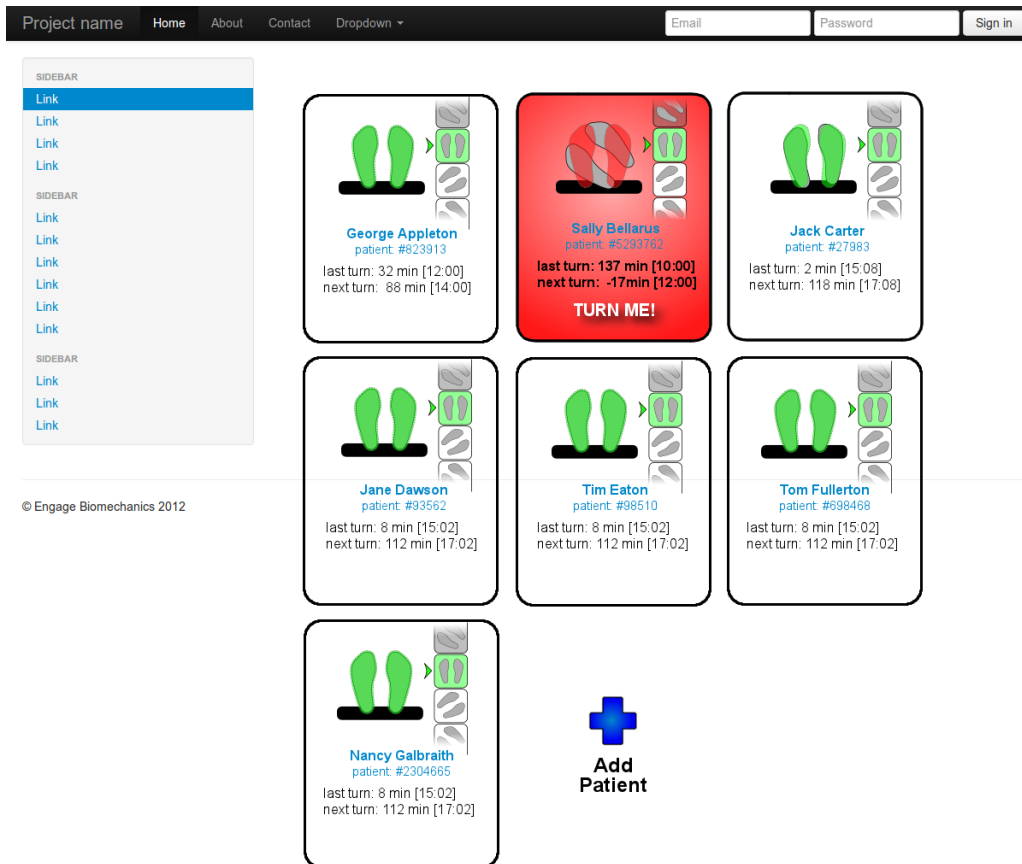
- A wearable, wireless sensor system that:
  - Detects turns
  - Prompts caregivers
  - Notifies managers
  - Reassures families
- Anywhere, anytime



# Packaging and Placement of Sensors



# Caregiver experience: Cloud data presentation



# Painful, Dangerous, and Very Costly

- Cost of individual pressure ulcer:

**\$20k-\$150k**

- Cost to the USA health care system:

**\$9-11 billion**

# Partners in Success



Ontario Centres of  
Excellence

**Where Next Happens**



# Innovation York

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**ACADEMIC RESOURCES COMMITTEE  
Report to the Board of Governors  
at its meeting of December 8, 2014**

*The Academic Resources Committee met on Friday, November 28, 2014 and submits the following information report to the Board of Governors.*

**1. Cumulative Appointments Report**

As is customary at this time of year, President Shoukri submitted a cumulative report on appointments made during the last hiring cycle. Although appointments made over the past year resulted in a net increase of full time faculty members, and authorized searches for 2015-2016 will bring further gains, rebuilding the complement remains a key priority.

As the table created by the Provost's Office shows, the complement for Lassonde is growing in line with the strategic focus on Engineering. Those Faculties that have seen the most marked reduction in the tenure stream complement in recent years are those that have also seen a falloff in enrolments. Appointments are funded in a variety of ways: Faculty funded, endowed and Canada Research Chairs. York's share of CRCs has increased in recent years thanks to higher funding from Tri-Council grants, and the newest group of chairs is concentrated in Liberal Arts and Professional Studies disciplines.

Documentation is attached as Appendix A (cumulative appointments with profiles of those hired) and Appendix B (change in tenure stream faculty complement 2009-2010 to 2015-2016).

**2. Report of the Vice-President Research Innovation**

The focus of Vice-President Haché's most recent report to the Committee falls on research performance and initiatives designed to bolster the University's research intensity (that is, funding per capita), collaborative projects (which often serve as a platform for large grant applications), reputation and profile.

As the report indicates, York research continues to be recognized for its breadth, quality and impact. The University and many constituent units are moving up in global rankings. Income from research has risen well beyond the system average as reflected in the total number and value of grants. This is particularly noteworthy for individual funding: those who seek funding from the Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council of Canada (NSERC), and Social Sciences and Humanities Research Council of Canada SSHRC) and other sources have fared well in competitions.

The University does less well when it comes to intensity. A smaller proportion of faculty members apply for funding than is the case at other Universities. Consequently the dollar amount of funding per faculty is lower than at other major research institutions. It is for this reason that Vice-President Haché is launching a collegial dialogue aimed at boosting intensity.



Research intensification is a major goal of the University Academic Plan and the Strategic Research Plan, and the upcoming conversation on the campuses will result in a plan to achieve marked gains. At the same time, efforts are being made to bring researchers together in teams and to promote a research culture that helps overcome some of the innate challenges that stem from the current lack of a medical school (medicine generates a significant proportion of funding for universities that have such schools). Engineering also attracts significant funding, and Lassonde's development will contribute to the total research income. Even so, the objective is to improve throughout the university.

The report also describes the work of a Task Force on Sustainability Research, which is a prominent theme in the Strategic Research Plan. The Task Force is expected to articulate opportunities, point the way to greater coherence, and set the stage for projects that will assist the many scholars at York who have expertise in this area.

Documentation is attached as Appendix C.

### **3. Provost's Report**

Provost Lenton updated the Committee on the complement, strategic enrolment management and the Academic and Administrative Program Review.

On the complement front, the Provost shared a detailed chart illustrative the close connection between Faculty appointments and enrolments with intersecting trend lines for both. The chart is too dense to share with the Board, but it provided the Committee with insight into the factors that inform complement planning.

The Board received enrolment reports at its regular October business meeting and the orientation held later that month. Provost Lenton confirmed that a comprehensive plan is being developed and executed to increase applications (especially those naming York as a first choice), conversion of offers into acceptances, and retention. Enrolment shortfalls entail serious consequences for the budget and impede the pursuit of academic priorities. The Committee continues to monitor developments on this front and will facilitate frequent reports to the Board as plans are implemented.

The AAPR Task Forces reported early in November and their recommendations are now being addressed by programs. Responses will be key inputs into an institutional plan. Alongside the AAPR rollout will be the public release of the Shared Accountability & Resource Planning budget model. Together these two initiatives are designed to fit planners with an enriched data set and foster greater transparency and accountability. A joint meeting of Academic Resources and Finance and Audit will be held in January 2015 as the two committees oversee AAPR on behalf of the Board.

### **4. Completed Cyclical Program Reviews**

Under the York University Quality Assurance Procedures adopted in 2010-2011 summary reports of what are now called Cyclical Program Reviews "are provided to the Academic Resources Committee of the Board of Governors which shall submit them to the full Board." These reports are also shared with Senate via Academic Policy, Planning and Research and Academic Standards, Curriculum and Pedagogy, the parent committees of the Joint Sub-Committee on Quality Assurance. Executive summaries prepared by the Vice-Provost Academic are also posted on the University's Quality Assurance Website.

The latest report received covers the Graduate Program in Linguistics and Applied Linguistics. Documentation includes an executive summary prepared by the Vice-Provost Academic, an implementation plan prepared by the Vice-Dean of the “anchor” undergraduate Faculty (the Faculty that is most directly involved in providing resources for the program), and a table charting progress in addressing recommendations made by the team of three external reviewers. The Board can expect to receive a number of other completed reviews during the year, along with reports on the 18-month follow ups that are also a feature of the review process.

Documentation is attached as Appendix D.

**5. Welcome to New Member / Congratulations to Board Chair**

The Committee was pleased to welcome its newest member, Hana Zalzal. Members also joined in congratulating Board Chair Julia Foster for her well earned recognition as one of Canada’s top 100 most powerful women by the Women’s Executive Network.

*Henry Wu, Chair*

Cumulative Appointments 2014-2015<sup>1</sup>

Name	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Funding
<b>Liberal arts and Professional Studies</b>					
Bickford, Annette (F)	Social Science, Interdisciplinary	Assistant Professor, Pre-candidacy 2	PhD, Sociology (York, 2002)	This appointment is made through the CUPE Conversion program. Dr Bickford has taught at York, University of Toronto, Brock University and University of Western Ontario. Dr Bickford is a historical sociologist of nationalism, race and the juvenile criminal justice system in the United States.	Faculty Funded
Coulter, Natalie (F)	Communication Studies, Digital Media	Assistant Professor, Pre-candidacy 1	PhD, Communications (Simon Fraser, 2009)	Dr Coulter has held contractually limited appointments in the Department of Communication Studies at York and at Wilfrid Laurier University and Simon Fraser University. Dr Coulter's research examines the intersections of digital media, new media, the political economy of young people's media, media policy, and the transformations underway in global youth media cultures.	Faculty Funded
Hosseini, Caroline (F)	Social Science, Business & Society	Assistant Professor, Pre-candidacy 2	PhD, Political Science (Toronto, 2012)	Dr Hosseini has recently held a contractually limited appointment in the Business and Society program at York. She has held part-time teaching positions at the University of Toronto. She has conducted comparative research in several developing	Faculty Funded/ Institutional Strategic Funds

<sup>1</sup> \* indicates PhD not completed at the time of hiring. Formal appointment at rank of Lecturer until doctorate is completed, at which point the rank is converted automatically to Assistant Professor. "Specially Funded" includes Endowed Chairs, Canada Research Chairs and Industrial Research Chairs, etc. All terms begin July 1, 2014 except where indicated.

				countries and engages the politics of race and gender in her analyses.	
Huss, Brian (M)	Philosophy, Modes of Reasoning	Assistant Lecturer, Pre-candidacy 2	PhD, Philosophy (Minnesota, 2002)	This appointment is to the alternate stream. Dr Huss recently held a contractually limited appointment in the Department of Philosophy at York. He held the position of Assistant Professor at SUNY Potsdam between 2007 and 2012. His areas of specialization is in epistemology and ethics.	Faculty Funded
Langlois, Ganaele (F)	Communication Studies, Digital Political	Assistant Professor, Pre-candidacy 3	PhD, Communications and Culture (York/Ryerson, 2008)	Dr Langlois comes to us from the University of Ontario Institute of Technology where she has held the position of Assistant Professor since 2009. Her research examines the political economy of new media and digital methods for understanding political communication on social media platforms.	Faculty Funded/ Institutional Strategic Funds
Musto, Marcello (M)	Sociology, Theory	Assistant Professor, Pre-candidacy 1	PhD, Philosophy (Nice, 2007)	Dr Musto recently held a contractually limited appointment in the Department of Sociology at York. He previously held Visiting Researcher positions in several European universities and institutions. He specializes in political and sociological theory and his main focus has been the development of Karl Marx's thought.	Faculty Funded/ Institutional Strategic Funds
Rodde, Stefan (M)	Philosophy	Assistant Lecturer, Pre-candidacy 1	PhD, Philosophy (McMaster, 2007)	This appointment is to the alternate stream. Dr Rodde comes to us from McMaster University where he has held a contractually limited appointment since 2008. He	Faculty Funded

				specializes in ancient philosophy.	
Schotte, Margaret (F)	History, Early Modern Europe	Assistant Professor, Pre-candidacy 1	PhD, History (Princeton, 2014)	Dr Schotte recently completed all the requirements for her PhD. She is a specialist in the transnational history of navigation, through which she brings new insights to the social, labour and material history of European expansion.	Faculty Funded
Whelan, Jodie (F)	ADMS, Marketing	Assistant Professor, Pre-candidacy 1	PhD, Marketing (Western, 2014)	Dr Whelan recently completed all the requirements for her PhD. She has teaching experience at Western and Queen's School of Business. She specializes in consumer behaviour and explores how being a consumer influences other areas of our lives and vice versa.	Faculty Funded/ Institutional Strategic Funds
<b>Education</b>					
Thumlert, Kurt (M) January 1, 2015	Teaching and Learning with Technology	Assistant Lecturer, Pre-candidacy 1	PhD, Arts Education/ Curriculum Theory (Simon Fraser, 2011)	Dr Thumlert comes to us from his position as Regional Faculty Site Supervisor at the College of Education, Grand Canyon University. His research interests focus on the significance of and opportunities for emerging media in/for identity and agency, literacy-learning, and art/knowledge production.	Faculty Funded
<b>Environmental Studies</b>					
Kusno, Abidin (M) July 1, 2015	Political Economy and Ecology	Associate Professor, with tenure	PhD, Art History (Binghamton, 1998)	Dr Kusno will be nominated by York University for a SSHRC Tier 1 Canada Research Chair in Political Ecology and Economy: Urbanization and Planning. Dr Kusno currently holds the position of Associate	Specially Funded

				Professor and Tier 2 Canada Research Chair in Asian Urbanism and Culture at the University of British Columbia. Dr Kusno's research is focused on urbanization and planning in the global south. In particular, he is a renowned expert on Jakarta.	
Steigman, Martha (F)	Food Studies	Assistant Professor, Pre-candidacy 1	PhD, Special Individualized Program (Concordia, 2011)	Dr Steigman comes to us from Dalhousie University where she hold a post-doctoral fellow in the Atlantic Aboriginal Health Research Program. She has eight years teaching at the undergraduate and graduate level at Dalhousie and Concordia. Dr Steigman has extensive research on fisheries with Indigenous communities building native/non-native alliances.	Faculty Funded
<b>Arts, Media, Performance &amp; Design</b>					
Van Nort, Douglas (M)	Theatre, Digital Media Program	Assistant Professor, Pre-candidacy 1	PhD, Music Technology (McGill, 2010)	Dr Van Nort will be nominated by York University for a SSHRC Tier II Canada Research Chair in Digitally Mediated Performance. Dr Van Nort was a Banting Research Fellow in the Topological Media Lab at Hexaram, Concordia University. He specializes in composition and improvisation through medium of sound and the crafting of digital and analog technologies.	Specially Funded/ Institutional Strategic Funds



Wakefield, Graham (M)	Visual Art and Art History	Assistant Professor, Pre-candidacy 1	PhD, Media Arts & Technology (California, 2012)	Dr Wakefield will be nominated by York University for a SSHRC Tier II Canada Research Chair in Interactive Information Visualization. Dr Wakefield was a Visiting Professor at the Korea Advanced Institute of Science and Technology and has valuable industry experience. His research approaches technology and computational media with equal weight to artistic and technical aspects, but remains human-centred.	Specially Funded/ Institutional Strategic Funds
<b>Glendon</b>					
Martineau, Nicolas-Guillaume (F)	Economics, Microeconomics	Assistant Professor, Pre-candidacy 1	PhD, Economics (Queen's, 2011)	Dr Guillaume comes to us from the Université de Sherbrooke. His research expertise is in political economy, public economics and macroeconomics.	Faculty Funded/ Institutional Strategic Funds
Oblitas, Qjinti (F)	Translation, MCI	Assistant Lecturer, Pre-candidacy 1	Master of Interpreting (Université de Genève, 2008)	This appointment is to the alternate stream. Ms Oblitas is writing her Master's thesis on Quechua at the <i>Institut national des langues et civilisations orientales</i> . Ms Oblitas has experience as a professional interpreter and has taught both at <i>Université catholique de l'ouest</i> and the <i>Université de Strasbourg</i> .	Faculty Funded
<b>Health</b>					
Edgell, Heather (F) Leave to 31 December	Kinesiology, Cardiovascular Physiology	Assistant Professor, Pre-candidacy 1	PhD, Kinesiology (Waterloo, 2010)	Dr Edgell comes to us from her position as Autonomic Lab Research Associate at the Women and Children's Health Research Institute and has previously completed post-doctoral fellowships at	Faculty Funded/ Institutional Strategic Funds

				the University of Alberta and the University of Western Ontario. Dr Edgell's current research involves the investigation of carotid chemosensitivity and sympathetic nerve activity in chronic heart failure patients.	
Grdisa, Valerie (F)	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Health Sciences (McMaster, 2010)	Dr Grdisa comes to us from KPMG Canada where she has held the position of Director of Strategy & Operations, Healthcare Practice since 2009. She has held teaching appointments at Ryerson University, McMaster University, and the University of Ottawa. Dr Grdisa brings extensive mental health and pediatric nursing clinical background.	Faculty Funded/ Institutional Strategic Funds
O'Grady, Caroline (F)	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Nursing (Toronto, 2004)	Dr O'Grady has been an Advanced Practice Nurse with the Centre for Addiction and Mental Health since 2001. Dr O'Grady brings extensive mental health nursing clinical background, strengths in mixed methods and evaluation research that encompasses clinical application, implementation of best practices and program development.	Faculty Funded/ Institutional Strategic Funds
Peisachovich, Eva (F)	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Education (York, 2014)	Dr Peisachovich has recently completed all requirements of her PhD. She has held a contractually limited appointment in the School of Nursing at York. She has some prior teaching experience at George Brown College and has held staff nurse positions at St. Michael's Hospital and	Faculty Funded/ Institutional Strategic Funds

				Baycrest Geriatric Centre. Dr Peisachovich has experience and a scholarship focus in educational theory, research, courses in experimental and simulation learning and educational practices.	
<b>Libraries</b>					
Jackson, Leigh (F)	Frost Library	Assistant Librarian, Pre-candidacy I	MLIS (Western, 2010)	Ms Jackson comes to us from the Conestoga College Library Resource Centre. She has also worked at the Lambton County Library and the University of Ottawa Social Science Library on contract. Ms Jackson has extensive knowledge of information resources in the social science and humanities.	Faculty Funded
Kreller-Vanderkooy, J. (F) May 1, 2014	Steacie Science and Engineering Library	Assistant Librarian, Pre-candidacy I	MLIS (Western, 2013)	Ms Kreller-Vanderkooy comes to us from Wilfrid Laurier University where she has held a part-time Science Liaison Librarian position since graduating. Her background is in the geosciences and she has interest in research data management.	Faculty Funded
Quail, Stephanie (F) August 1, 2014	Bronfman Business Library	Assistant Librarian, Pre-candidacy 1	Master of Information (Toronto, 2012)	Ms Quail comes to us from the Business Information Centre, Rotman School of Management, University of Toronto where she held the position of Business Librarian. Ms Quail has strengths in business information resources and social media.	Faculty Funded

Lassonde					
Bashir, Rashid (M)	Civil Engineering	Associate Professor, Pre-candidacy 1	PhD, Civil Engineering (McMaster, 2007)	Dr Bashir comes to us from Golder Associates where he held the position of Senior Geotechnical Engineering since 2010. From 2007 to 2010, he held the position of Corporate Mine Hydrogeologist for Comeco Corporation. Dr Bashir's research is in the field of geotechnical engineering, with a specialty in modeling water flow for designing soil covers.	Faculty Funded
Beddoe, Ryley (F)	Civil Engineering	Assistant Professor, Pre-candidacy 1	PhD, Civil Engineering (McMaster, 2014)	Dr Beddoe recently completed all the requirements for her PhD. Her primary area of research is in slope stability and liquefaction and also interest in soil mechanics, foundations, and unsaturated soils.	Faculty Funded
Czekanski, Alexander (M) May 1, 2014	Mechanical Engineering	Associate Professor, Pre-candidacy 2	PhD, Mechanical and Industrial Engineering (Toronto, 2000)	Dr Czekanski will hold the NSERC/Quanser Chair in Design Engineering for Innovation for a five year term (renewable). Dr Czekanski comes to us from Magda International where he held the position of Engineering Manager of the Advanced Engineering Analyses and Materials Department. His research areas are design, material science, computer-aided engineering, computational science and engineering.	Specially Funded
Eldyesti, Ahmed (M)	Civil Engineering	Assistant Professor, Pre-candidacy 1	PhD, Civil and Environmental Engineering (Western, 2013)	Dr Eldyesti is recently held a MITACS post-doctoral fellow with TrojaunUV. His area of expertise is physical	Faculty Funded

				and chemical treatment of municipal and industrial waste water, specializing in the removal of biological nutrients.	
Gordon, Mark (M)	Earth & Atmospheric Science	Assistant Professor, Pre-candidacy 1	PhD, Atmospheric Science (York, 2007)	Dr Gordon is comes to us from his position as a Physical Scientist with Environment Canada. He has teaching experience at both York and Monash University in Australia. His area of research is in the general area of field measurements of atmospheric interactions with the ground, the release of volatile chemicals above forests, and air quality over the oil sands.	Faculty Funded
Krol, Magdalena (F)	Civil Engineering	Assistant Professor, Pre-candidacy 1	PhD, Civil and Environmental Engineering (Toronto, 2011)	Dr Krol has held post-doctoral research fellowships at both the University of Western Ontario and the University of Toronto. Her area of expertise is in contaminant and groundwater remediation, studying the flow of contaminant chemicals and nanoparticles from landfills and nuclear waste storage sites.	Faculty Funded
Lam, John (M)	Electrical Engineering	Assistant Professor, Pre-candidacy 1	PhD, Electrical Engineering (Queen's, 2010)	Dr Lam is recently completed a two-year post-doctoral research fellow at the Queen's Centre for Energy and Power Electronics Research (ePower). His expertise is in the field of power converter technologies and control techniques with applications to low voltage renewable energy systems.	Faculty Funded

Mitra, Sushanta (M)	Mechanical Engineering	Full Professor with tenure	PhD, Mechanical Engineering (Waterloo, 2001)	Dr Mitra is appointed as the Chair of the Department of Mechanical Engineering for an initial 5 year term. Dr Mitra comes to us from the University of Alberta where he is a highly accomplished researcher and administrator. He served as Associate Chair of Graduate Studies for Mechanical Engineering and more recently as Assistant Vice-President (Research) and as Associate Scientific Director and Director of Mobility and Training for the newly formed Network of Centres of Excellence (NCE). Dr Mitra's research focuses on fluid flow through micro and nano channels.	Specially Funded/ Faculty Funded
Pisana, Simone (M)	Electrical Engineering	Associate Professor, Pre-candidacy 1	PhD, Engineering (Cambridge, 2008)	Dr Pisana comes to us from Western Digital where he held the position of Research Staff Member. He previously held the position of post-doctoral researcher for Hitachi Global Storage Technologies. Dr Pisana's research is in the field of nano-engineering with particular application to high-density magnetic storage media.	Faculty Funded
Tabatabaei, Nima (M)	Mechanical Engineering	Assistant Professor, Pre-candidacy 1	PhD, Mechanical Engineering (Toronto, 2012)	Dr Tabatabaei recently held a post-doctoral fellow in the fields of biomedical optics and instrumentation at the Wellman Center for Photomedicine at Harvard Medical School. His research focuses on the applications of mechanical engineering to medical imaging	Faculty Funded



				devices, in particular to early detection of dental cavities.	
<b>Osgoode</b>					
Bhatia, Amar (M)	Private Law	Assistant Professor, Pre-candidacy 1	S.J.D., (Toronto, 2014)	Mr. Bhatia was selected as the Osgoode Hall Law School Catalyst Fellow in 2013-14 where he engaged in the academic life of the law school and taught a seminar on Globalization and the Law. He has also worked as a Graduate Research Assistant with the Law Commission of Ontario and has practiced labour litigation.	Faculty Funded
Boittin, Margaret (F)	Quantitative Methods	Assistant Professor, Pre-candidacy 1	J.D. (Stanford, 2013)	Ms Boittin is in the process completing her PhD in Political Science at the University of California, Berkeley and it is expected to be complete before starting her appointment at Osgoode in 2015. She is currently the Executive Director of the Governance Project at Stanford University and is a Fellow at the Center on Democracy, Development and the Rule of Law. Ms Boittin's research lies as the intersection of criminal law, local and state government law, international and comparative law and Chinese law.	Faculty Funded
Cohen, Amy (F)	Dispute Resolution	Associate Professor with tenure	J.D. (Harvard Law School, 2002)	Professor Cohen comes to us from The Ohio State University Moritz College of Law. She has also taught as visiting professor at the University of Turin Faculty of Law, the West Bengal National University of Juridical	Faculty Funded/ Institutional Strategic Funds

				Sciences and the Kathmandu School of Law. Her research focuses on dispute resolution theory and practice, democratic governance, and social and economic development.	
McGregor, Deborah (F)	Indigenous Environmental Justice (joint with FES)	Associate Professor, with tenure	PhD, Forestry (Toronto, 2000)	Dr McGregor will be nominated by York University for a SSHRC Tier 2 Canada Research Chair in Indigenous Environmental Justice. Dr McGregor currently holds the position of Associate Professor in the Department of Geography with a cross-appointment in the Aboriginal Studies Program at the University of Toronto. Her research, broadly speaking, is in the area of Aboriginal environmental and resource management and governance.	Specially Funded /Institutional Strategic Funds
Shanks, Signa Daum (F)	Indigenous Scholar	Assistant Professor, Pre-candidacy 1	PhD, History (Western, 2014)	Dr Shanks comes to us from the University of Saskatchewan where she has held the position of Assistant Professor since 2010. Professor Shanks also holds an LLM (2003) from the University of Toronto. Her research focuses on Indigenous peoples, the economic analysis of law and the history of sustainability in Indigenous communities.	Faculty Funded
<b>Science</b>					
Backx, Peter (M)	Biology	Full Professor with tenure	PhD, Physiology (Calgary, 1989)	Dr Backx will be nominated by York University for a Tier 1 Canada Research Chair in Cardiovascular Biology. He will come to us from the University of Toronto where he	Specially Funded

				has been a Professor of Physiology and Medicine since 2003. His research interests are in the areas of cardiac electrophysiology and mechanical function in the true setting of cardiovascular disease, with particular focus on mechanisms of heart failure and arrhythmias.	
Metcalfe, Robin (F)	Natural Science, STS	Assistant Professor, Pre-candidacy 1	PhD, Physics & Astronomy (York, 2011)	This appointment was made through the CUPE Conversion program. Dr Metcalfe has been a course director in the Division of Natural Science at York since 2007. Her research interests are in astronomy, physics and technology, earth and space science and environmental science.	Faculty Funded
Tulin, Sean (M)	Physics & Astronomy	Assistant Professor, Pre-candidacy 1	PhD, Physics (California Inst. of Technology, 2009)	Dr Tulin will be nominated by York University for a Tier 2 Canada Research Chair in Theoretical Particle Physics/Cosmology. Dr Tulin has held postdoctoral fellowships at the University of Michigan and TRIUMF. Dr Tulin has an international reputation as an outstanding scientist who has made significant contributions to the understanding of astrophysical signatures of dark matter, new phenomena in particle physics and early universe cosmology.	Specially Funded /Institutional Strategic Funds
<b>Schulich</b>					
Ng, Lillian (F)	Finance	Full Professor with tenure	PhD, Finance (Pennsylvania)	Dr Ng will be the holder of the Scotiabank Chair in International Finance. She comes to us from the University	Specially Funded

				of Wisconsin where she held the position of Hans Storr Professor of International Finance. Dr Ng's research interests focus on empirical asset pricing, international financial markets and investor behaviour.	
Noseworthy, Thomas (M)	Marketing	Associate Professor with tenure	PhD, Marketing (Ivey, 2012)	Dr Noseworthy will be nominated by York University for a SSHRC Tier II Canada Research Chair. Dr Noseworthy comes to us from the University of Guelph where he held the position of Associate Professor in Marketing and Consumer Studies. His research interests are in new product and innovation, category learning, schema and context effects and visual processing.	Specially Funded /Institutional Strategic Funds
Tan, Hongping (M)	Finance/Accounting	Associate Professor with tenure	PhD, Finance (Queen's, 2006)	Dr Tan comes to us from the University of Waterloo. Dr Tan's research interests are diverse in both accounting and finance. His accounting research focus is on the corporate analysts market and investigating how behavioural bias affects analyst behaviour. His finance research focus includes international finance, market microstructure, mergers, and acquisitions and stock valuation models.	Faculty Funded /Institutional Strategic Funds

## York University New Contractually Limited Appointments 2014-15<sup>2</sup>

Name (Gender)	Department, Field	Rank	Highest Degree (University/Yr)	Research Agenda/Specialization
<b>Liberal Arts and Professional Studies</b>				
Barnes, Annmarie (F)	Sociology	Sessional Assistant Professor	PhD, Criminology (Toronto, 2007)	Dr Barnes comes to us from her role as Lecturer at the University of Ontario Institute of Technology. Her research specialization focuses on national security strategies, exploring how the police, the military, and immigration officials in the Caribbean and Canada manage drug-related crime.
Eisenstat, Yedida (F)	Humanities, Jewish Studies	Sessional Assistant Professor	PhD, Jewish Theological Seminary (New York, 2014)	Dr Eisenstat recently completed all requirements of her PhD. She has teaching experience at the University level and at the Jewish Theological Seminary. Dr Eisenstat specializes in the study of Midrash and Jewish Biblical interpretation.
Inutsuka, Kumiko (F)	Languages, Literatures and Linguistics, Japanese	Sessional Assistant Professor	PhD, Second Language Education (Toronto/OISE, 2009)	Dr Inutsuka has recently held a contractually limited appointment at York and has held sessional lecturer positions at the University of Toronto, McMaster and Georgetown University. She conducts research into Japanese language instruction and learning, with a particular interest in assessment technology.
Karagyozyova, Tsvetanka (F)	Economics	Sessional Assistant Professor	PhD, Economics (Connecticut, 2007)	Dr Karagyozyova comes to us from Lawrence University where she has been an Assistant Professor since 2009. Her research interests are in the field of macroeconomics, financial and behavioural economics as well as development economics.

<sup>2</sup> All terms begin July 1, 2014 and are for 2 years except where indicated.

Kobzar, Olena (F)	Social Science, Law and Society	Sessional Assistant Professor	PhD, Criminology and Sociological Studies (Toronto, 2012)	Dr Kobzar is has recently held a contractually limited appointment in the Law and Society program at York. She has held part-time teaching positions at the University of Toronto. Her research concerns the regulation of payday lending and the interest rate practices.
Koleszar-Green, Ruth (F)	Social Work	Sessional Lecturer*	PhD, Adult Education and Community Development (Toronto/OISE, 2014)	Ms Koleszar-Green is expected to complete all requirements of her PhD by June 2015. She has obtained a BSW and MSW from Ryerson University. Since 2008 she has worked as a Academic Support Advisor assisting Aboriginal student at Ryerson University. Her research centres on how non- Aboriginal people learn about Aboriginal knowledge.
Koopman, Sara (F)  1 year	Geography, Human Geography	Sessional Assistant Professor	PhD, Human Geography (UBC, 2012)	Dr Koopman recently completed a post-doctoral fellow at the Balsillie School of International Affairs at the University of Waterloo. Her research concerns alternative geopolitics, peace activism and identity politics in the context of postcolonial theory.
Latham, Soosan (F)	Human Resource Management	Sessional Assistant Professor	PhD, Adult Education and Comm. Develop. (Toronto/OISE, 2009)	Dr Latham previously held a contractually limited appointment in the School of Human Resource Management at York. Dr Latham's research focuses on leadership within the field of human resource management.
Mahmoud, Chawdhury (M)	Economics	Sessional Assistant Professor	PhD, Applied Economics (Purdue, 2005)	Dr Mahmoud comes to us from the University of New Brunswick where he has held a limited term Assistant Professor appointment since 2013 and prior to that at Concordia University from 2010 to 2013. Dr Mahmoud's research interests are in applied microeconomics, empirical industrial organization, and



				development economics.
Malik, Sadia (F)	Economics	Sessional Assistant Professor	PhD, Economics (Kansas State, 2005)	Dr Malik previously held a contractually limited appointment in the Department of Economics at York. Dr Malik has a strong background in the areas of health economics, climate change, institutional economics, poverty, inequality, and conflict.
McGuire, Wendy (F)	Social Work	Sessional Assistant Professor	PhD, Social Science & Health (Toronto, 2011)	Dr McGuire previously held a contractually limited appointment in the School of Social Work at York. From 2009 to 2011, she held a post-doctoral fellow with the Department of Psychiatry at the University of Toronto. Her research and teaching philosophy demonstrates strong commitment to social justice and to unpacking systemic oppression.
McLulan, Arthur (M)	Sociology, Social Psychology	Sessional Assistant Professor	PhD, Sociology (McMaster, 2014)	Dr McLuhan recently completed all requirements of his PhD at McMaster. His research specialization is in the sociological study of character.
Medeiros, Andrew (M) 1 year	Geography, Physical	Sessional Assistant Professor	PhD, Biology (York, 2011)	Dr Medeiros recently completed a two-year postdoctoral fellowship at Wilfrid Laurier University in the Department of Geography and Environmental Studies. He specializes in biogeochemical processes in aquatic systems in the Arctic and subarctic regions.
Pike, Kelly (F) 1 year	Social Science, Work & Labour Studies	Sessional Assistant Professor	PhD, Labour Relations (Cornell, 2014)	Dr Pike has been a consultant to the World Bank and is recently taught at the University of Toronto. She specializes in labour standards in a global context.

Qaiser, Shadab (F)	Economics	Sessional Assistant Professor	PhD, Economics (Connecticut, 2010)	Dr Qaiser previously held a contractually limited appointment in the Department of Economics at York. She has also taught at McMaster and at the University of Connecticut. Her primary research is in the area of theoretical and applied economics, regional economic impact modeling, poverty, inequality and empirical economics.
Robinson, Jason (M) 1 year	Humanities, Religious Studies	Sessional Assistant Professor	PhD, Philosophy (Guelph-McMaster-Laurier, 2009)	Dr Robinson previously held a contractually limited appointment in the Department of Humanities at York. He held an Assistant Professor position at Wilfrid Laurier between 2009 and 2011. He specializes in the relationship between science, philosophy and religion.
Stille, Saskia (F) 1 year	Languages, Literatures and Linguistics, ESL	Sessional Assistant Professor	PhD, Curriculum, Teaching and Learning (Toronto/OISE, 2013)	Dr Stille comes to us from the University of Western Ontario where she is currently a sessional instructor in the Faculty of Education. She is also currently a senior research coordinator in the Student Achievement Division, Ontario Ministry of Education. The broad purpose of her research is to support equity and inclusion for emergent bilingual students in education and to assist educators and policy makers in responding to changing social and educational conditions.
Takagaki, Cary (M) 1 year	Languages, Literatures and Linguistics, Japanese Studies	Sessional Assistant Professor	PhD, East Asian Studies (Toronto, 1999)	Dr Takagaki has held sessional instructor positions at the University of Toronto, Western and York's Department of History. His research specialty deals with premodern Japanese history and religions.
Tegelburg, Matthew (M)	Social Science	Sessional Assistant Professor	PhD, Cultural Studies (Trent, 2012)	Dr Tegelburg has recently held a contractually limited appointment at McMaster University. His current research explores the

				intersection of communication, culture and emerging media technologies in two major areas of study - critical social theory and environmental communication.
Unwalla, Pheroze (M) 1 year	History, Middle East	Sessional Assistant Professor	PhD, History (London, 2014)	Dr Unwalla recently completed all requirements of his PhD. He has taught at Simon Fraser and is currently a senior teaching fellow at the University of London School of Oriental and African Studies. He specializes in the history of Turkey, and the relationship between memory and history.
Yates, Alexia (F) 3 years	History	Sessional Assistant Professor	PhD, History (Chicago, 2010)	Dr Yates completed a three-year Prize Fellow at the Center for History and Economics, Harvard University and began a Mellon/Newton Interdisciplinary Postdoctoral Fellow at the Centre for Research in the Arts, Social Sciences, and Humanities at the University of Cambridge. Her research interests are in modern European history (1750 to present), comparative urban history, and business history and economic culture.
<b>School of Arts, Media, Performance &amp; Design</b>				
Denton, Stacy (F) August 15, 2014 9 months	Film	Sessional Assistant Professor	PhD, Interdisciplinary Humanities (Concordia, 2013)	Dr Denton has taught as an Adjunct Lecturer at SUNY Plattsburgh since the Fall of 2013. Dr Denton has particular expertise in the language of Film, but also in visual culture more broadly
<b>Glendon</b>				
Challal, Samia (F) 10 months	Mathematics	Sessional Assistant Professor	PhD, Math (Metz University, France, 1994)	Dr Challal has taught in Glendon's Mathematics Department as a course director since 2010. Her areas of research interest are in partial differential equations, homogenization, problems arising from mechanics, and free

				boundary problems.
Houle, Gabrielle (F) 1 year	Multidisciplinary Studies, Drama	Sessional Assistant Professor	PhD, Theatre & Performance Studies (Toronto, 2013)	Dr Houle has previously been a course director in the Drama Studies Program at Glendon College and also has teaching experience at Dalhousie, Waterloo and University of Toronto. Her expertise combines theoretical and practical components of production and of theatre courses.
Proulx, Guy (M) 1 year	Philosophy	Sessional Professor	PhD, Psychology (Ottawa, 1981)	Dr Proulx until recently served as Director of the Department of Psychology at Baycrest Centre for Geriatric Care since 1986. During his time at Baycrest, he held a variety of senior positions and secured a number of grants to support research and the development of facilities at Baycrest. He has become an internationally recognized expert in neurobehavioural and mental health issues related to aging. Over the last few years, Dr Proulx has held a visiting appointment at Glendon.
Zhang, Emma (F) 2 years	Translation, MCI	Sessional Assistant Lecturer	Diploma, Conference Interpreting (Shanghai, 2012)	This appointment is to the alternate stream. Ms Zhang has experience as a professional interpreter both overseas and in Toronto. In Shanghai, she was a full-time interpreter working alongside members of the AIIC. In 2013-14, she was a team lecturer in Glendon's Master of Conference Interpreting. Currently, she is a Freelance Interpreter with the Translation Bureau of the Canadian Federal Government.
<b>Health</b>				
Antwi, Dora (F) 3 years	Nursing	Sessional Lecturer	MSc, Nursing (York, 2012)	Ms Antwi comes to us from Centennial College where she has been a clinical instructor since 2012. She is a Registered Nurse with the

				Mental Health-Psychosis Unit at Brampton Civic Hospital. She has also worked in obstetrics unit, oncology/palliative unit, and in the community with people with intellectual and mental disabilities.
Bertram, Mavoy (F) 3 years	Nursing	Sessional Lecturer	MN, Nursing (Toronto, 2011)	Ms Mavoy comes to us from the Hospital for Sick Children where she holds the position of Critical Care Response Team Member. She has part-time teaching experience in the School of Nursing at York and at George Brown College. Ms Bertram brings a wealth of experience in pediatric nursing practice and clinical education in the practice setting.
El Morr, Christo (M) 3 years	SHPM, Health Informatics	Sessional Assistant Professor	PhD, Biomedical Engineering (Compiègne University, 1997)	Dr El Morr has previously held contractually limited appointments in the Faculty of Health. Between 2010 and 2013, he held a full time position at American University. He has also held full time positions at the University of Balamand, Lebanon and the American University of Sharjah. His main research field is in the domain of health virtual communities, global health primary care and decision support systems.
Kelton, Roger (M) 1 year	Kinesiology, Anatomy & Physiology	Sessional Assistant Professor	PhD (Oregon, 1969)	Dr Kelton taught anatomy at York University for over 30 years until he retired in 2008. Since his retirement, he has continued teaching on a part-time basis and has continued to stay abreast of developments in anatomy and teaching resources.
Robbio, Ruth (F) 3 years	Nursing	Sessional Lecturer	MSc, Nursing (Andrews University, 1985)	Ms Robbio is currently a PhD candidate at the Lawrence S. Bloomberg Faculty of Nursing, University of Toronto. She has held a contractually limited appointment in the School of Nursing at York. She has been an RN for

				over 25 years with a background in medical/cardiac nursing and caring for adults with complex health challenges.
Ross, Grace (F) 3 years	Nursing	Sessional Lecturer	MSc, Health Promotion (London, 1995)	Ms Ross currently holds a contractually limited appointment at York. She has had teaching experience at the University of Toronto, Western and McMaster. Ms Ross has twenty years of experience in public health nursing and has also had an independent practice as a psychotherapist.
Roudier, Emilie (F) 3 years	Kinesiology, Chronic Diseases	Sessional Assistant Professor	PhD, Environmental Medicine (Karolinska, 2006)	Dr Roudier has been a Research Associate with the School of Kinesiology and Health Science at York since 2013. She has held previous positions as a research associate at the University of Montreal and a postdoctoral fellow at the Karolinska Institute in Sweden. Her research interest is in studying the role of angiogenesis in human chronic diseases that impact human health globally.
Walkerley, Shelley (F) 3 years	Nursing, Primary Health Care	Sessional Assistant Professor	PhD, Nursing (Toronto, 2013)	Dr Walkerley has extensive experience as a clinical instructor and program coordinator/practicum coordinator for the PHC NP Program at York. She is also a qualified Nurse Practitioner. Her research has looked at smoking cessation interventions and future research interests include studying emerging innovative roles for nurses and Nurse Practitioners in primary health care and community settings.
<b>Lassonde</b>				
Castellucci, Steven (M) 1 year	Electrical Engineering and Computer Science	Sessional Lecturer*	PhD, Computer Science (York, 2014)	Mr. Castellucci is expected to complete his PhD in the F/W 2014. His research interests are in human-computer interaction, designing and evaluating gesture-based methods for



				text entry and modelling human performance of text entry techniques.
Maxwell, Andrew (M) 3 years	Mechanical Engineering	Sessional Associate Professor	PhD, Management of Technology (Waterloo, 2011)	Dr Maxwell has over 20 years' experience of entrepreneurship in the government and university sectors. His recent positions include Chief Innovation Officer at the Canadian Innovation Centre and Assistant Professor in Entrepreneurship and Innovation at Fox School of Business, Temple University. His research interests are in technology entrepreneurship, management of innovation, business strategy and university-industry interactions.
<b>Libraries</b>				
Li, Yanli (F) 1 year	Bronfman Business Library	Adjunct Librarian	MLIS (UBC, 2013)	From 2005 to 2012, Ms Li served in the role of Associate Professor and Department Head at the School of Economics and Business at Yantai University in China. Since that time, she has held Librarian positions at the University Canada West and Chinese Community Library in Vancouver, British Columbia. Ms Li has a PhD in Economics from Renmin University in China.

# Change in Tenure Stream Faculty Complement: 2009-10 to 2015-16

	2009-10 to 2014-15 Appointments and Departures			2015-16 <u>Authorized</u> Appointments and <u>Confirmed</u> Departures					
FACULTY	Hires	Departures*	Change in Tenure Stream Complement 2009-10 to 2014-15	CRC	FF	Endow	Total (professorial and alternate)	Departures*	Preliminary Change in Tenure Stream Complement 2009-10 to 2015-16
LAPS	67	115	-48	5	4	0	9	16	-55
EDUCATION	7	6	1	1	1	0	2	2	1
FES	8	14	-6	0	2	0	2	1	-5
AMPD	11	22	-11	1	1	0	2	1	-10
GLENDON	11	20	-9	0	4	0	4	1	-6
HEALTH	30	30	0	0	3	0	3	1	2
LASSONDE	23	3	20	1	9	1	11	1	30
OSGOODE	15	12	3	0	1	0	1	0	4
SCIENCE	30	28	2	0	2	0	2	4	0
SCHULICH	13	14	-1	0	3	0	3	0	2
All Faculties (excluding Libraries)	215	264	-49	8	30	1	39	27	-37
LIBRARIES	12	10	2	0	0	0	0	0	2

Source: Office of VPA&P & Fact Book

Notes:

Joint appointments are counted in Home Faculty

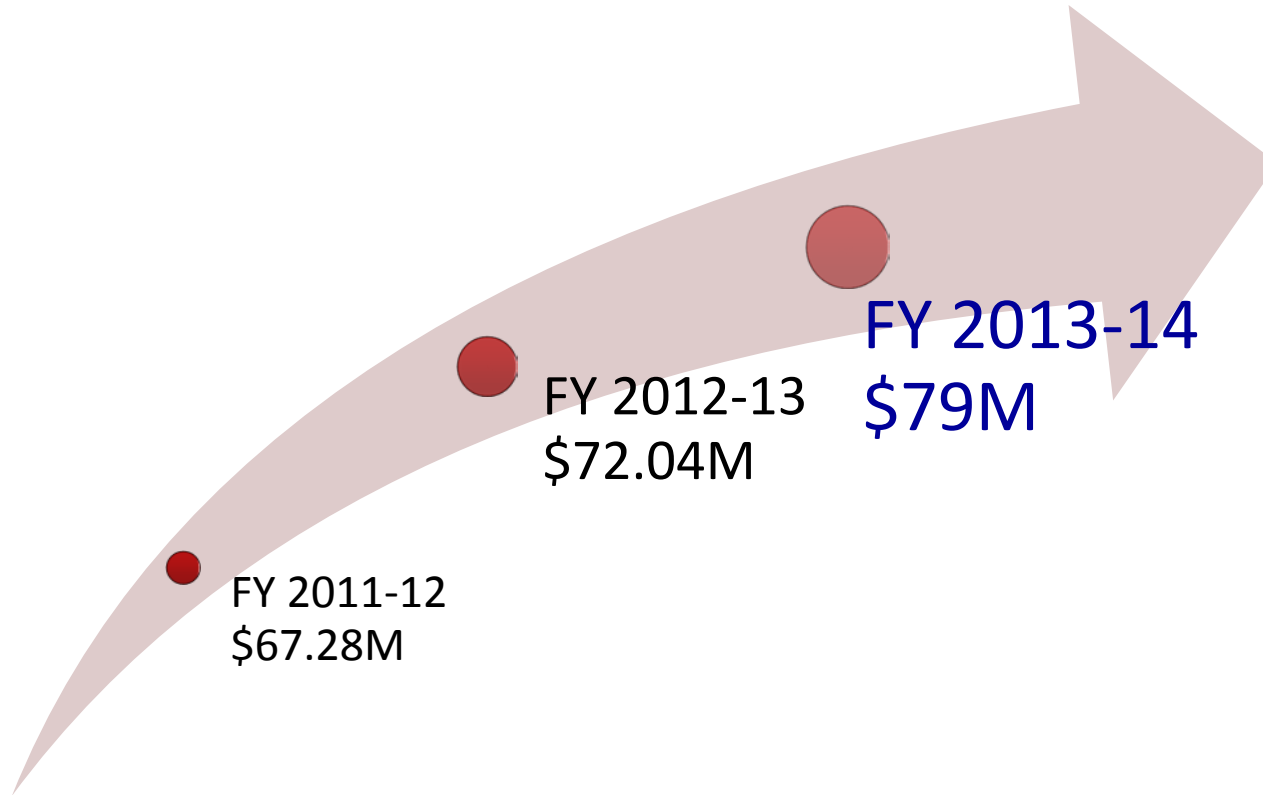
\*Departures includes retirements, resignations, deaths and terminations

# VPRI Report to Board Academic Resources (fall research update)

Robert Haché, Vice-President Research & Innovation  
November 28, 2014

# Research Performance

## Building Total Sponsored Research Income



17% increase in  
research income  
growth over last 2  
years

# Research Performance: Individual Research Success

Royal Society of Canada

Senior Fellow

College of New Scholars, Artists and Scientists

President - The  
Academy of the Arts  
and Humanities



Priscila Uppal



Alidad  
Amirfazli



Sarah Flicker



Shayna  
Rosenbaum



Professor  
Emeritus  
Irving Abella

# Research Performance: Individual Research Success

## Individual Federal Research Grants

	2011-2012 Total \$	n	Ave \$	2012-2013 Total \$	n	Ave \$	2013-2014 Total \$	n	Ave \$
NSERC DG	\$6,086,000	48	<b>\$126,792</b>	\$6,700,000	45	\$148,889	\$6,094,800	30	<b>\$203,160</b>
SSHRC IG	\$3,238,123	22	<b>\$147,187</b>	\$4,818,304	26	\$185,319	\$5,473,526	25	<b>\$218,941</b>

# Research Performance: Building a Culture of Research Excellence



## York Research Chairs (YRC)



Aligned with SRP Opportunities and Strengths.  
Submitted October 10, 2014

- Tier I renewal
- Tier I new nomination
- 3 Tier II new nominations

Recruiting: 3 Tier I; 6 Tier II

- Rounds 1 & 2
- Nominations in for 4 tier I; 4 Tier II chairs; plus 2 Faculty based chairs
- First Awards to be announced soon

**Jesus Bermejo Tirado** (LA&PS) Household Living Standards during the Severan Period.

**Alexander Stasheuski** (Science) Technology for Identification of Cancer Subtypes



# Research Performance: Collaborative Research Success



Social Sciences and Humanities  
Research Council of Canada

Conseil de recherches en  
sciences humaines du Canada

Canada

- 3 Partnership Grant Applications submitted Nov 3 = \$7.5M
- 1 SSHRC PG (2012); 3 SSHRC PG (2013); 1 SSHRC PG (2014) total SSHRC PG awarded = \$13.2M



Natural Sciences and Engineering Research Council of Canada

[www.nserc-crsng.gc.ca](http://www.nserc-crsng.gc.ca)

**2 Collaborative Research and Training  
Experience Program (CREATE) grants  
total NSERC awarded = \$3.1M**



Government of Canada  
Networks of Centres  
of Excellence

Gouvernement du Canada  
Réseaux de centres  
d'excellence

Canada



Networks of Centres of Excellence of Canada

[www.nce-rcs.gc.ca](http://www.nce-rcs.gc.ca)

- CBERN lead: \$25M
- PREVNet co-lead: \$25M

**INNOVATION.CA**

CANADA FOUNDATION  
FOR INNOVATION

FONDATION CANADIENNE  
POUR L'INNOVATION

6 applications total project value = \$23M

**YORK**  
UNIVERSITÉ  
UNIVERSITY

# Research Performance: Building Knowledge Transfer and Mobilization

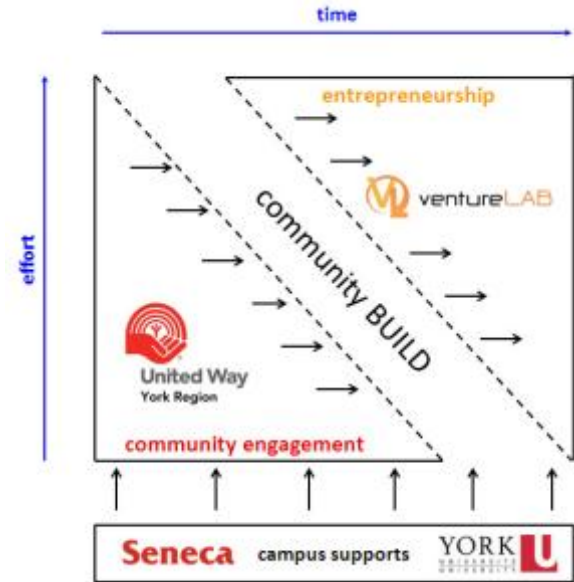


## Innovation York

542 agreements = \$12.5M  
30 applications = \$5M  
10 invention disclosures  
30 commercialization projects  
14 patents  
1 company

## Canadian Policy Dialogue

Presented at



# International Rankings

**Times Higher Education World Ranking 2014 (top 400 universities):**

<b>2012</b>	<b>2013</b>	<b>2014</b>
301-350	276-300	226-250

**York ranked in the top 100 universities in the world for our performance in both social sciences, and arts & humanities**

<b>2014</b>	<b>World Ranking</b>	<b>Canadian Ranking</b>
Social Sciences	95 <sup>th</sup>	4 <sup>th</sup>
Arts & Humanities	97 <sup>th</sup>	4 <sup>th</sup>

# International Rankings

## CWTS Leiden Ranking 2014:

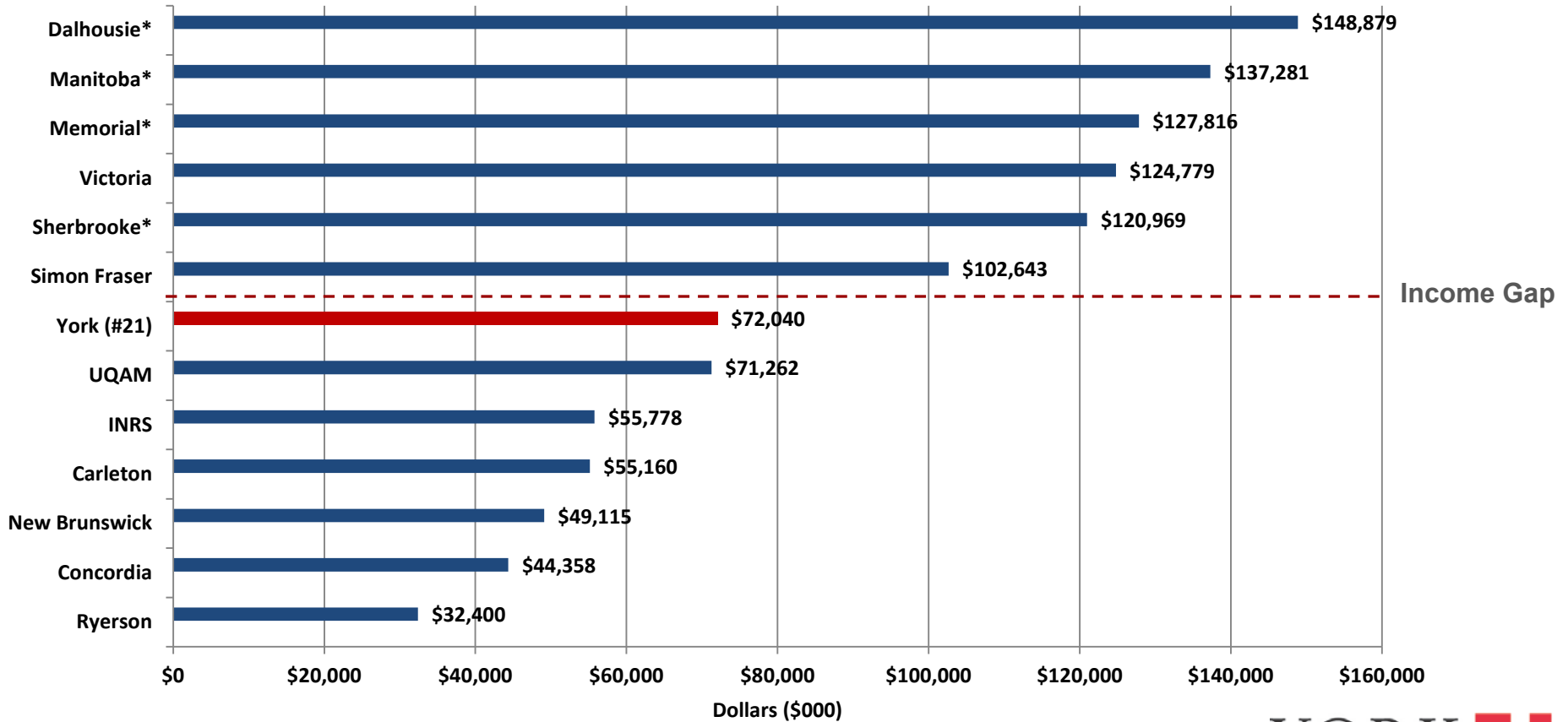
- Ranking measures the scientific performance of 750 major universities worldwide by publication and impact
- 28 Canadian universities made the ranking this year- York University ranked #18 in Canada and #352 in the World

	Canada Ranking	Ontario Ranking
All Sciences	18 <sup>th</sup>	6 <sup>th</sup>
Social Sciences	7 <sup>th</sup>	2 <sup>nd</sup>

- All Sciences Canada Ranking: UVic – 4<sup>th</sup> ; UQAM – 9<sup>th</sup>; SFU – 10<sup>th</sup>

# National Rankings: 2012-2013 Sponsored Research Income

Source: RE\$EARCH Infosource Inc.



\* Sponsored research income: includes all funds to support research received in the form of a grant, contribution or contract from all sources (internal and external) to the institution.

# York's National Rankings: Research Intensity

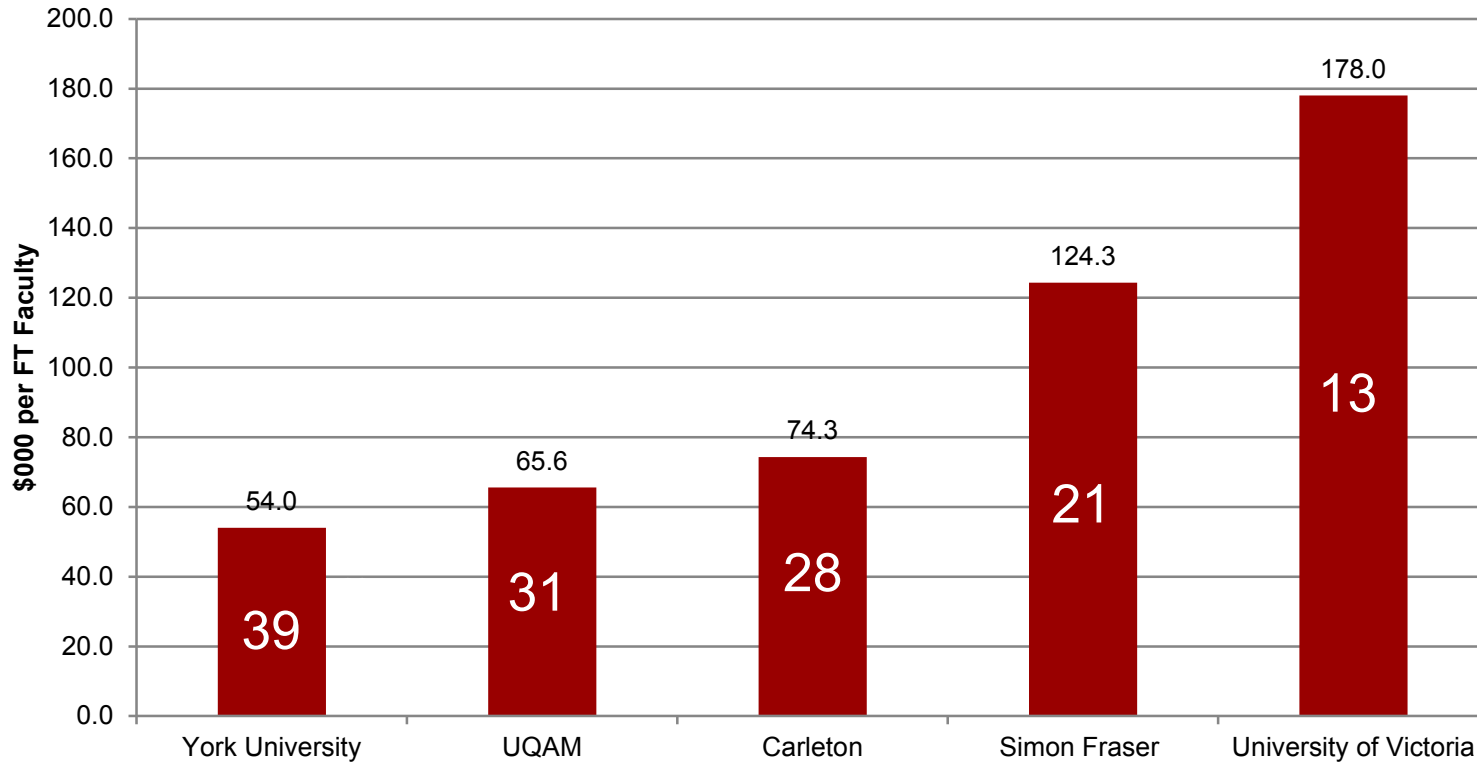
	2011	2012	2013
Research Funding	#22	#22	#21
Research Intensity	#38	#37	#39

	2013	2014
# tenured & probationary faculty	1382	1389
# external grant >\$10K	402 (= 29.1%)	400 (28.8%)

# FT Faculty Research Income Intensity 2012-2013

## York University Comparator Institutions

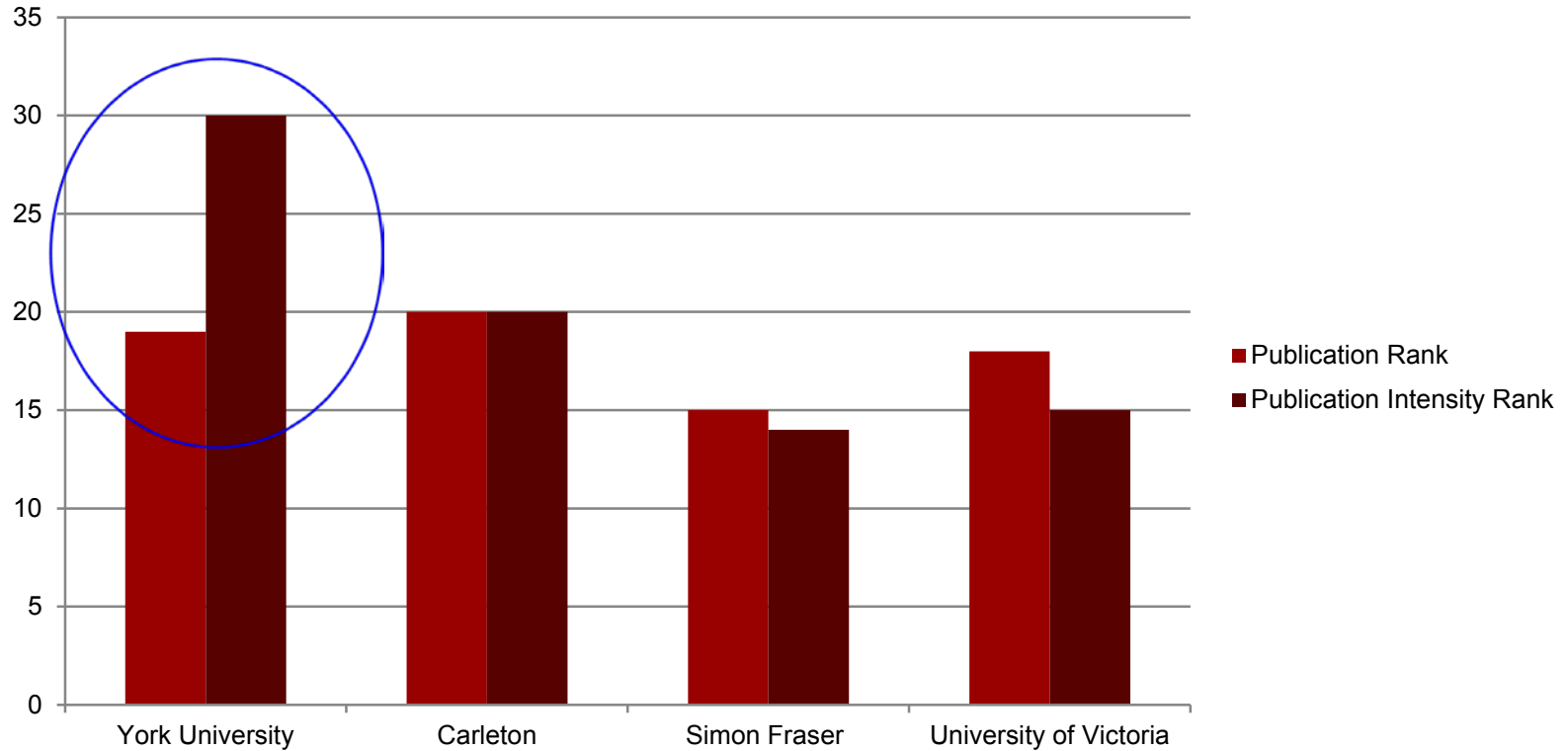
Source: RE\$EARCH Infosource Inc.,



# Publication Ranking 2012-2013

## York University Comparator Institutions

Source: RE\$EARCH Infosource Inc.



Note: smaller number = better score



# National Rankings: 2012-2013 Sponsored Research Income Gap

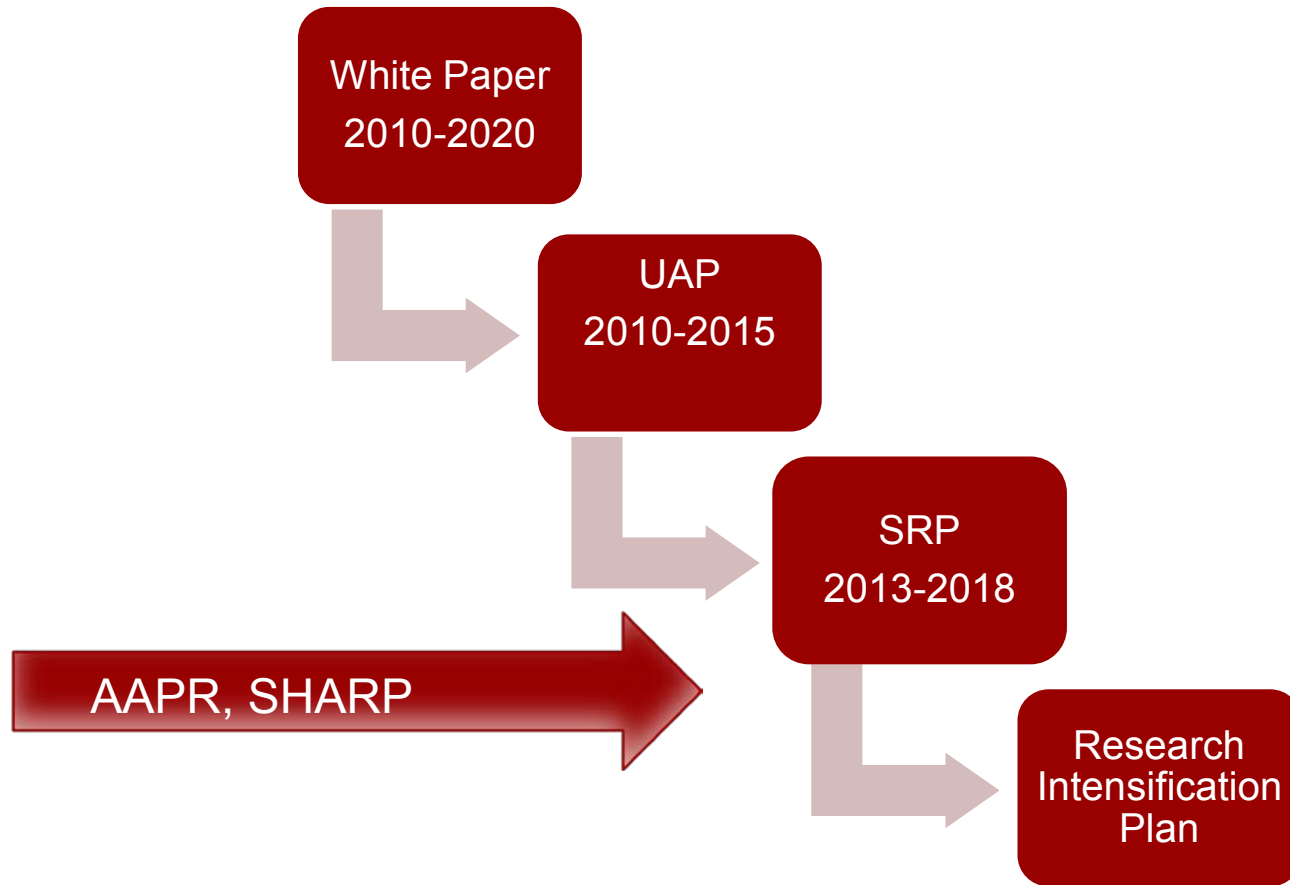
Moving up one spot: #21 → #20 = + \$31M (↑57%)

Doubling research income: \$72M → \$144M = #21 → #15

Research intensification challenge – double research income and related intensification measures!

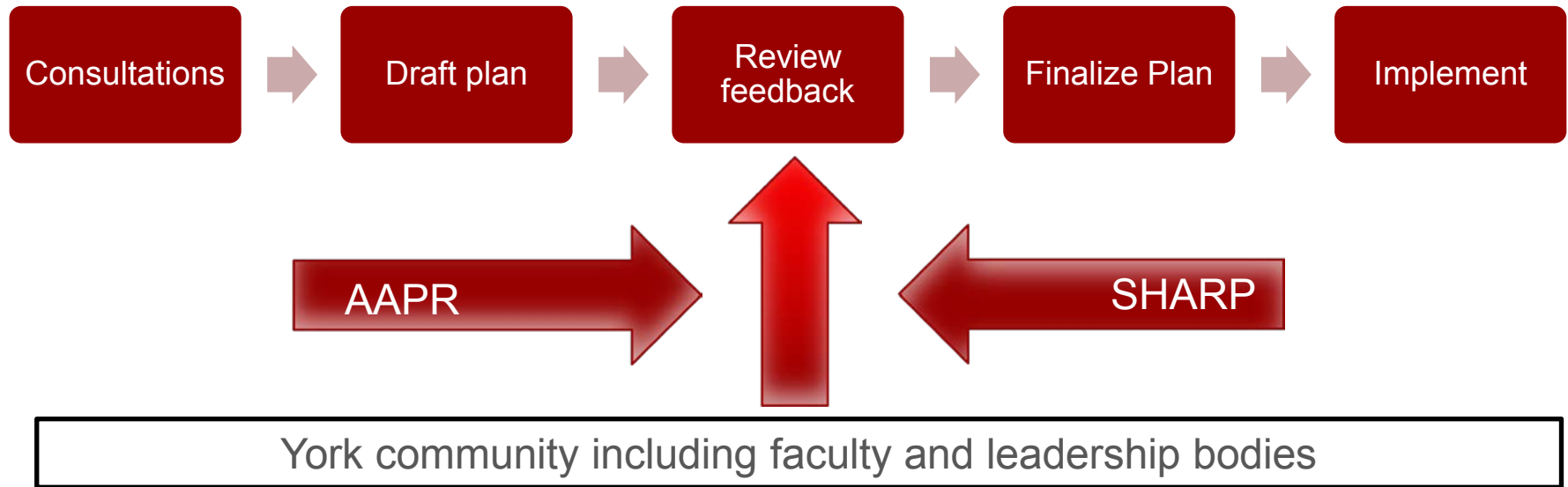
What would it take and how can we approach?

# How to Further Promote the Intensification of Research



# York Research Intensification Plan

The goal of the proposed Intensification Plan discussion is to build on the AAPR and SHARP processes to inform the SRP by identifying practical goals and commitments that will propel York towards achieving the significant next step in the intensification of research



# York Research Intensification Plan

Consultations will drive the development of recommendations (in the order of 15-25) for the plan. It is imagined that recommendations would cluster thematically – for example:

1. Growing a Culture of Expectations
2. Investing in and Promoting People
3. Supporting Research Growth and Development
4. Leadership in Research and Research Advocacy
5. Building Research for the Future

*Implementation will be supported by unit level planning identifying targets and anticipated outcomes*

SRP

# Task Force on Sustainability Research

Theme IV

## Public Engagement for a Just and Sustainable World

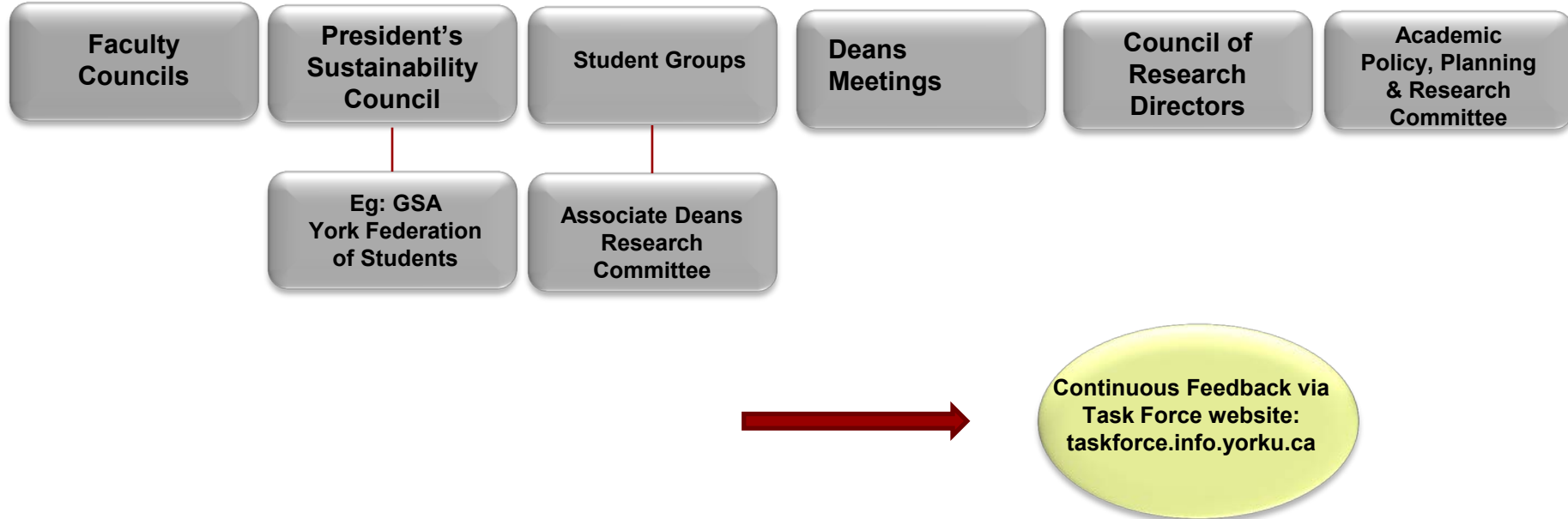
- research that informs and addresses a range of challenges in urban environments such as governance, planning, land use, infrastructure, economy, security, educational engagement, transportation energy and quality of life

Sustainability  
Task Force

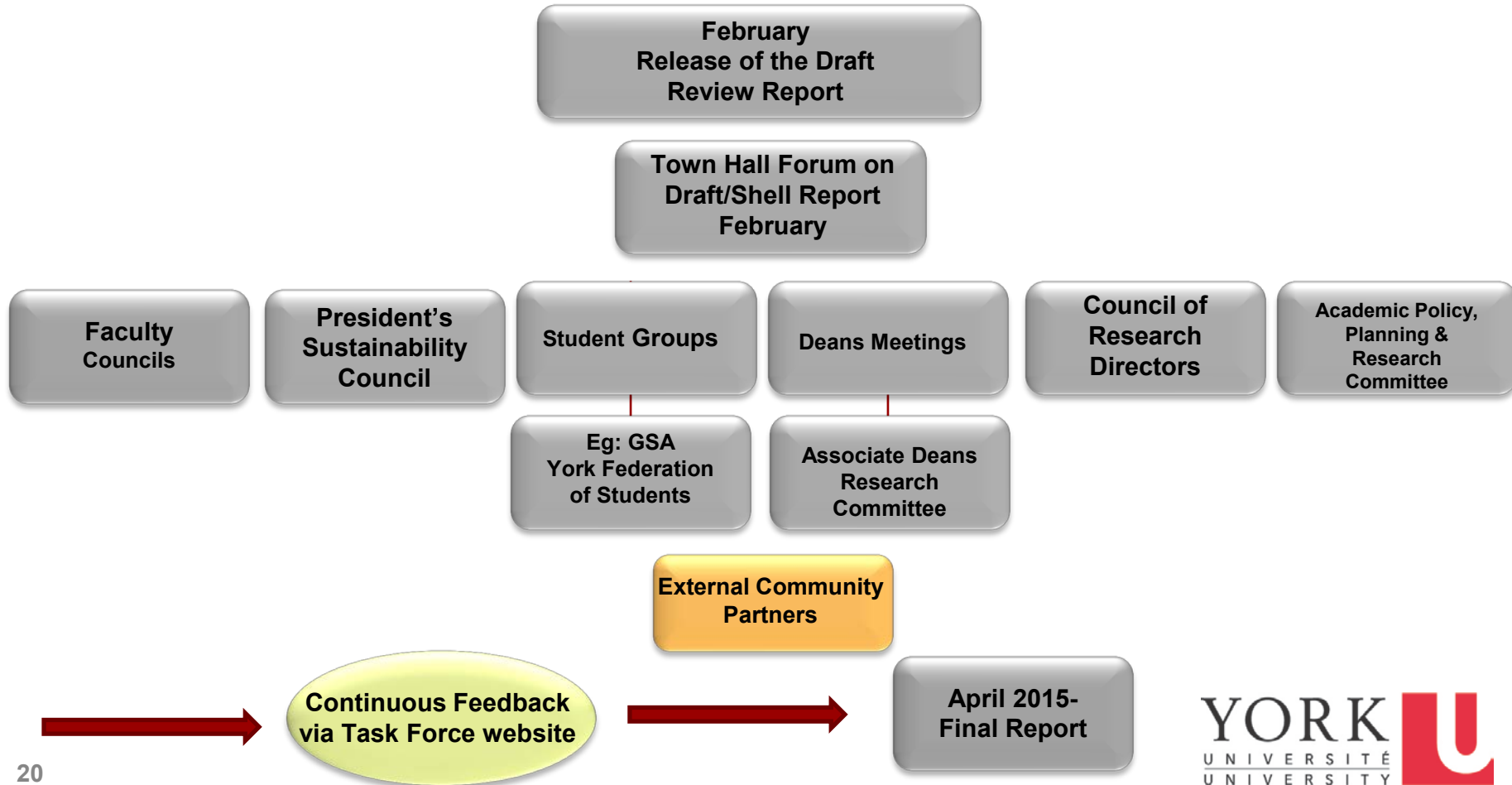


Jennifer Foster, Faculty of Environmental Studies  
Chair, Task Force on Sustainability

# Consultations (Phase I)



# Consultations (Phase II)



## Graduate Program in Linguistics and Applied Linguistics

### Cyclical Program Review

#### Executive Summary

#### Program description

The Graduate Program in Linguistics and Applied Linguistics is housed in the Department of Languages, Literatures and Linguistics. Faculty from the undergraduate Linguistics Program, from the English as Second Language (ESL) section, from Glendon College, and from the Faculty of Education form the core of faculty in the Graduate program. The program is unique in that it combines the two fields of Linguistics and Applied Linguistics. A balance of young students directly from undergraduate studies and mature students with teaching experience contributes to a varied and dynamic student body. The program has strong ties to bilingual Glendon College (York University) and the cross-listing of courses with the Faculty of Education and with Glendon affords students a broad range of choice as well as flexibility with respect to courses and supervisors.

The Graduate Program leads to two possible degrees: Master and PhD in Linguistics and Applied Linguistics.

Program	Accepts 2013	Enrolment FTES 2013	Degrees Awarded 2013
LAL MA	29	25	15
LAL PhD	3	19	1

#### Reviewers:

Dr. Kelleen Toohey, Simon Fraser University (External)

Dr. Donald Winford, Ohio State University (External)

Dr. Daphne Winland, Department of Anthropology, York University (Internal)

**Site Visit:** April 12 & 13, 2012

**Reported to Joint-Committee:** May 2014

**Outcome:** The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Follow-up report due **November 2015**.

#### Program Strengths

- Unique combination of two distinct fields (Linguistics, with focus on language contact and sociolinguistics, and Applied Linguistics, with focus on language in society and second/foreign language education) with areas of connection built into curriculum
- Clear program objective “to prepare students for careers in teaching, research, government, and the private sector.”
- Good computer software resources for research in Linguistics and Applied Linguistics



- Strong research and teaching breadth among faculty drawn from Department of Languages, Literatures and Linguistics, Glendon, and the Faculty of Education
- Strong record of student success in awards, positions, publications and presentations
- Commitment to ongoing program review and enhancement

### **Opportunities for Program improvement**

#### **At the program level:**

- Reflect program emphasis on Sociolinguistics with change in name for programs to MA and PhD in Sociolinguistics and Applied Linguistics
- Articulate more clearly the goals of MA in Linguistics and consider direct entry from undergraduate to PhD in Linguistics
- Maintain strong breadth in curriculum offerings by rethinking course design to include team-teaching, modules, blended delivery, etc.
- Consider on-line delivery enhancements
- Consider part-time option for PhD students
- Improve web-site to enhance recruitment
- Improve cohesion by adding more colloquia/workshops, considering a common course for all Master's students, and ensuring common understanding of comprehensive examination requirements
- 

#### **At the University level**

- Improve admissions procedures and practices
- Provide resources for faculty complement, website improvement and recruitment
- Increase spaces for qualified international students
- Improve space and equipment for student and faculty research

#### **Decanal Implementation Plan (addressing both levels)**

- Accepts unit's reluctance to consider name change
- Endorses benefits of unit level efforts to articulate MA Linguistics goals clearly to demonstrate distinctiveness
- Provides advice and timelines for re-packaging courses
- Offers Faculty support for consideration of on-line possibilities
- Advises unit on steps and relevant university services to consider changes to PhD admissions, improved admissions process, web-site improvement
- Endorses unit initiatives to increase colloquia/workshops, consider resource neutral common course for Master's students, and ensure common understanding of comprehensive examinations
- Describes LA&PS space plan, based on comprehensive survey, that takes needs of LAL into account but cannot provide timeline commitment
- Notes recent increases to faculty complement and observes LAL participation in LA&PS three-year complement plan
- Encourages University to develop strategy for increasing international student spaces

## **Executive Summary**

The Graduate Program in Linguistics and Applied Linguistics has a strong reputation with a distinctive character attributed to its interdisciplinary structure and cross-fertilization between Linguistics and Applied Linguistics. Having begun the review process prior to implementation of YUQAP, the program has not developed course-level student learning outcomes. The reviewers' suggestions for greater clarification of program goals and stronger reflection of the programs strengths in Sociolinguistics stand to be facilitated by this level of curriculum review. The unit's considered reluctance to change the Linguistics' programs' names to reflect current faculty strengths is accompanied by their ongoing commitment to ensuring adequate provision and representation of Linguistics (phonetics, syntax, phonology) curriculum as foundational to the degrees.

## Internal Memorandum

**To:** Alice Pitt  
Vice-Provost, Academic

**From:** Kim Michasiw,  
Vice Dean,  
Liberal Arts & Professional Studies

**Date:** June 7, 2013

**Subject:** Cyclical Review, Graduate Program in Linguistics: Decanal  
Implementation Plan

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On behalf of Dean Martin Singer of the Faculty of Liberal Arts and Professional Studies, I have thoroughly reviewed the response of the Graduate Program in Linguistics and Applied Linguistics to its external review. I would first like to acknowledge the care and energy with which the reviewers pursued their task as well as the Program's thorough reflections on the recommendations. I offer the following comments highlighting those issues that will be followed up, as well as those where I am persuaded by the Program's differing point of view. Please note that I have followed the order or recommendations set down by the reviewers, and have attempted to point out the relevant agents, the necessary processes, and the rough timelines involved in realizing the recommended items.

### *Recommendations 1 & 2: Renaming the MA and PhD programs:*

Recommendations regarding the naming or renaming of degree programs typically arise at the unit and program level. I note that the Program in Linguistics and Applied Linguistics is not persuaded by the rationale offered by the external reviewers to rename the program after one of its key component areas—Sociolinguistics. The Dean's Office is satisfied with the Program's response not to pursue this recommendation at this time although I would note that should the Program reconsider its position, potentially after the University's Academic and Administrative Program Review, members have the option to bring forward such a proposal through the approval processes available to it in the Faculty of Graduate Studies.



*Recommendation 3: A clearer articulation of program intent and distinctiveness:*

In York's current structure, graduate programs are the joint responsibility of the Faculty of Graduate Studies (FGS) and the resource or anchor faculties. Promotional materials have thus tended to emerge from the program in concert with FGS and central Communications. Partially as a result of the changes in the Quality Assurance Policies and Procedures themselves, as well as an integrated approach to enrolment planning, the resource faculties have been more actively engaged in graduate programs. LA&PS has been urging all of its affiliated graduate programs, but especially those in the greater Social Sciences, where it is common for prospective students to apply to multiple programs, the more effectively to define their distinctiveness. The Dean's Office will continue to support the program's efforts in concert with the FGS which shares responsibility for quality assurance of graduate programs.

As for a time-line, there is no reason that a concerted effort on the part of the program over the summer and though the early fall (2013) could not have such an articulation in place in time for the recruitment of the Fall 2014 entry class.

*Recommendation 4: Consider packaging courses in other ways than 3 credit face-to-face courses: 2 instructors teach linked courses, modules, blended delivery, et cetera:*

The University is in the middle of an Academic and Administrative Program Review and it is anticipated that various insights will emerge regarding these matters and how they might apply to graduate studies. The program may wish to defer discussion on some of these issues until after the Task Force Report becomes available in the fall of 2014.

In the interim, however, I should note that LA&PS allots a given number of full-course equivalents for graduate programs during the resource planning cycle that runs from late September through November for the following summer and fall/winter sessions. The trend has been to rely on the program to decide on the division of courses as long as the total allotment is not exceeded. The Dean's Office will take up this issue with the FGS and follow up with the Program in the 2014-15 academic year. A related issue that needs further discussion is the adaptability of the Academic Resource Management System (ARMS) into which instructorial workloads must be entered.

In regards to timing, a significant overhaul of teaching assignments would need to be proposed by October of one year, for implementation by the following September, so options that might be considered by the Program would likely not be ready for implementation until 2015-16.

*Recommendation 5: Examine possibilities for on-line enhancement of courses:*

Historically, York has left the development of on-line courses to the initiative of individual instructors although as part of the White Paper, and subsequent University Academic Plan, Technology Enhanced Learning has been identified as a priority. More recently, the University has been working on an institutional strategy for increasing the availability of on-line enhancements. On-line enhancement, of course, does not mean wholly on-line courses, and a Faculty-wide push to increase

on-line, blended, and enhanced courses has been undertaken by LA&PS for FW 14.

It is expected that this project will benefit affiliated graduate programs in LA & PS and that an enhanced on-line presence will be palpable by SU 14 and FW 15. Immediate responsibility for the transformation of individual courses, and the programs to which they belong, falls to the program.

*Recommendation 6: Consider admitting part-time doctoral students:*

The balance between full-time and part-time students is complex given the implications for grant funding and the number of course offerings that would be required. In the past, FGS would typically discuss enrolment plans directly with the Program. Over the last couple of years, there has necessarily been a need for integrating undergraduate and graduate planning, and as a consequence, the resource Deans discuss Faculty targets with the Provost and the Dean of Graduate Studies. There is certainly an opportunity to have subsequent discussions with the Program about their student mix as part of the Faculty's overall graduate plan, and in the context of the institutional plan. The Dean's Office will discuss the enrolment plan with the Program and FGS as it evolves its overall enrolment plan with the Provost for 2015-16. There may be some potential for implementing this change for September 2014.

*Recommendation 7: Improve the web site to enhance recruitment success, including emphasizing the uniqueness of York's LAL graduate program:*

While concerns with York's website have been raised previously, I note that various external assessors have found it to be a more useful site than those of many competitor universities. LA&PS has recently engaged the services of an external service provider to conduct a full assay of the Faculty's website, an initiative undertaken in concert with those at work on the University's website. We urge the Program, and all other LA&PS-affiliated graduate programs to participate in this project with the support of the Faculty as well as Communications, FGS and UIT.

*Recommendation 8: Improve cohesion in the program by adding more colloquia/workshops and consider again a common course for all Master's students:*

We encourage the Program to reflect on the potential advantage of this recommendation, and would simply note that such a curricular revision would need to follow the University's Quality Assurance processes. Any resource implications of such a change should be discussed with the Dean's Office of LA & PS in advance. On the issue of timing, a common course would have to be developed in the summer and early fall of one year to be approved and in place for the following FW session.

*Recommendation 9: Ensure that all faculty members and students have common understandings of comprehensive examination requirement:*

This is an important recommendation and we would urge FGS as the general oversight body to work with the program on how best to ensure its implementation.

*Recommendation 10: Survey faculty and students for research space needs and provide space as required:*

LA&PS is in the midst of developing a comprehensive space plan that will take account of the needs of its 21 Departments and Schools and their affiliated graduate programs. The Faculty has surveyed all departments and programs, and has an accurate notion of what is required in each. What are required, though, are funds and opportunity. The Faculty is

committed to an entire restoration of the Ross Building over the next decade. Individual improvements to the space occupied by LAL are very much the Faculty's responsibility but it is difficult to specify an exact time-line.

*Recommendation 11: Improve admissions procedures and practices:*

In the near term, the process of graduate admissions falls predominately to the program, the Faculty of Graduate Studies, and the Registrar's Office. LA & PS looks forward to a plan from the Program to improve these procedures and practices with a goal for 2015-16.

*Recommendation 12: Provide funds for faculty hires, website improvement, improved recruitment:*

As indicated above, there is a shared financial responsibility for website improvement and stronger recruitment. LA & PS will need to discuss opportunities with FGS and other offices. LA & PS has primary responsibility in regards to the issue of faculty hires. Through its affiliated undergraduate program (Linguistics) and Department (Languages, Literatures, and Linguistics), LAL participates in the annual complement planning exercise in LA&PS, making its case for placement on the hiring priority list. The undergraduate program in Linguistics was able, in the past year, to hire a full-time professorial-stream colleague in Psycholinguistics. LAL, on the applied side, has also benefitted from the Faculty's commitment to increasing the full-time presence in the English as a Second Language section in LLL. That section, very much under pressure due to LA&PS's 82% increase in international student enrolments since its inception, has made two new hires in the past two years, and is due for another one, or perhaps two, in the FW 14-15 hiring season. The three-year complement plan that has recently been developed and submitted to the Office of the Provost assumes that another professorial-stream ESL position will be hired within that period, and hopes that the hiring will take place sooner, rather than later, in the three-year span.

*Recommendation 13: Increase numbers of international students for acceptance in program:*

The manner in which international graduate students are treated by York—comparatively low fees to start with, significant portions of which are refunded to the students—combined with the total absence of government funding for such students makes it extremely challenging to increase their number. As there appears to be no change in government policy expected any time soon, the University has turned its attention to other options that might allow York to accept more international students.

It was noted last year, for example, that York's international fees had fallen significantly far behind our competitors making it even more difficult to provide quality education for more international students. An increase has been approved effective 2014-15. It has also converted the ITFS into a York Graduate Scholarship to attract top quality students, and FGS is currently discussing other options with the Provost to support international students in need. LAL is certainly one of a number of graduate programs affiliated with LA&PS whose stature and the quality of whose students would increase markedly if it were possible to admit the excellent international candidates who apply annually. At the moment, though, the Faculty can only encourage York's most senior management to change the policies and allow for increased admissions.

*Recommendation 14: Improve space and equipment for student and faculty research:*

Please see the response to Recommendation 10.

## Cyclical Program Review

### Graduate Linguistics and Applied Linguistics

#### Recommendations for Which Consideration Completed

Recommendation	Primary Agents	Dependencies	Start Date	End Date
Renaming of the MA Program	Program	Office of Dean FGS/Office of the Dean LA&PS	Completed; recommendation considered but current name will be retained	Completed
Renaming of the PhD Program	Program	Office of Dean FGS/Office of the Dean LA&PS	Completed; recommendation considered but current name will be retained	Completed

#### Recommendations for Which Consideration is Ongoing or Pending

Recommendation	Primary Agents	Dependencies	Start Date	End Date
Program distinctiveness	Program	Communications Section, LA&PS Dean's office	1-January-2013	Ongoing
Varied modes of course delivery especially team teaching	Program, Graduate Program Director	Associate Dean Faculty Relations LA&PS; Dean LA&PS	When such proposals emerge	n/a
Increased on-line course delivery	Program, Graduate Program Director	LA&PS on-line lead; eServices; Office of the AVP Teaching & Learning	When such proposals emerge	n/a
Admission of part-time doctoral candidates	Program, FGS	Office of Admissions	1-Sep-13	ongoing
Improve recruitment	Program, FGS	Office of Recruitment	1-Sep-13	ongoing
Common course for Masters students	Program, FGS Curriculum Committee	LA&PS Dean's Office	Still under consideration at the program level	n/a



## Memo

To: Julia Foster, Chair, Board of Governors

From: Henry Wu, Chair, Academic Resources Committee

Date: November 28, 2014

Re: **President's November 2014 Report on Tenure and Promotion**

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### Motion and Rationale:

**The Academic Resources Committee recommends that the Board approve the President's November 2014 report on Appointments, Tenure and Promotion.**

The appointments described in the report reflect those made since June 2014, and have been made to advance strategic planning objectives as well as maintaining current strengths. Dr Shoukri confirms that tenure and promotion decisions followed due process and that the advice of the appropriate bodies was considered. The Committee wishes a successful career to new members and congratulates those who have attained promotions based on stellar accomplishments in teaching, research and service.

Documentation is attached as Appendix A.

## President's Report on Appointments, Tenure and Promotion / Appendix A

### 1. New Appointments from June to November (Full-Time Faculty Members

Name (Gender) Start of Appointment	Area	Rank at Appointment	Highest Degree (University)	Specializations	Funding
<b>Education</b>					
Thumlert, Kurt (M) January 1, 2015	Teaching and Learning with Technology	Assistant Lecturer, Pre-candidacy 1	PhD, Arts Education/ Curriculum Theory (Simon Fraser, 2011)	Dr Thumlert currently holds the position of Regional Faculty Site Supervisor at the College of Education, Grand Canyon University. His research interests focus on the significance of and opportunities for emerging media in/for identity and agency, literacy-learning, and art/knowledge production.	Faculty Funded
<b>Environmental Studies</b>					
Kusno, Abidin M) July 1, 2015	Political Economy and Ecology	Associate Professor, with tenure	PhD, Art History (Binghamton, 1998)	Dr Kusno will be nominated by York University for a SSHRC Tier 1 Canada Research Chair in Political Ecology and Economy: Urbanization and Planning. Dr Kusno currently holds the position of Associate Professor and Tier 2 Canada Research Chair in Asian Urbanism and Culture at the University of British Columbia. Dr Kusno's research is focused on urbanization and planning in the global south. In particular, he is a renowned expert on Jakarta.	Specially Funded
<b>Glendon</b>					
Oblitas, Qjinti (F)	Translation, MCI	Assistant Lecturer, Pre-candidacy 1	Master of Interpreting (Université de Genève, 2008)	Ms Oblitas is currently writing a Master's thesis on Quechua at the <i>Institut national des langues et civilisations orientales</i> . Ms Oblitas has experience as a professional interpreter and has taught both at <i>Université catholique de l'ouest</i> and the <i>Université de Strasbourg</i> .	Faculty Funded

<b>Libraries</b>					
Quail, Stephanie (F)	Bronfman Business Library	Assistant Librarian, Pre-candidacy 1	Master of Information (Toronto, 2012)	Ms Quail comes to us from the Business Information Centre, Rotman School of Management, University of Toronto where she held the position of Business Librarian. Ms Quail has strengths in business information resources and social media.	Faculty Funded
<b>Osgoode</b>					
Bhatia, Amar (M)	Private Law	Assistant Professor, Pre-candidacy 1	S.J.D., Law (Toronto, 2014)	In 2013-14, Mr. Bhatia was selected as the Osgoode Hall Law School Catalyst Fellow where he engaged in the academic life of the law school and taught a seminar on Globalization and the Law. He has also worked as a Graduate Research Assistant with the Law Commission of Ontario and has practiced labour litigation.	Faculty Funded
Boitin, Margaret (F)	Quantitative Methods	Assistant Professor, Pre-candidacy 1	JD (Stanford, 2013)	Ms Boitin is in the process completing her PhD in Political Science at the University of California, Berkeley and it is expected to be complete before starting her appointment at Osgoode in 2015. She is currently the Executive Director of the Governance Project at Stanford University and is a Fellow at the Center on Democracy, Development and the Rule of Law. Ms Biotin's research lies as the intersection of criminal law, local and state government law, international and comparative law and Chinese law.	Faculty Funded
McGregor, Deborah (F)	Indigenous Environmental Justice (joint with FES)	Associate Professor, with tenure	PhD, Forestry (Toronto, 2000)	Dr McGregor will be nominated by York University for a SSHRC Tier 2 Canada Research Chair in Indigenous Environmental Justice. Dr McGregor currently holds the position of Associate Professor in the Department of Geography with a	Specially Funded /Institutional Strategic Funds

				cross-appointment in the Aboriginal Studies Program at the University of Toronto. Her research, broadly speaking, is in the area of Aboriginal environmental and resource management and governance.	
<b>Science</b>					
Backx, Peter	Biology	Full Professor with tenure	PhD, Physiology (Calgary, 1989)	Dr. Backx will be nominated by York University for a Tier 1 Canada Research Chair in Cardiovascular Biology. He comes to us from the University of Toronto where he has been a Professor of Physiology and Medicine since 2003. His research interests are in the areas of cardiac electrophysiology and mechanical function in the true setting of cardiovascular disease, with particular focus on mechanisms of heart failure and arrhythmias.	Specially Funded
Metcalfe, Robin (F)	Natural Science, STS	Assistant Professor, Pre-candidacy 1	PhD, Physics & Astronomy (York, 2011)	This appointment was made through the CUPE Conversion program. Dr Metcalfe has been a course director in the Division of Natural Science at York since 2007. Her research interests are in astronomy, physics and technology, earth and space science and environmental science.	Faculty Funded
Tulin, Sean (M)	Physics & Astronomy	Assistant Professor, Pre-candidacy 1	PhD, Physics (California Inst. of Technology, 2009)	Dr Tulin will be nominated by York University for a Tier 2 Canada Research Chair in Theoretical Particle Physics/Cosmology. Dr Tulin has held postdoctoral fellowships at the University of Michigan and TRIUMF. Dr Tulin has an international reputation as an outstanding scientist who has made significant contributions to the understanding of astrophysical signatures of dark matter, new phenomena in particle physics and early universe cosmology.	Specially Funded /Institutional Strategic Funds

Schulich					
Tan, Hongping (M)	Finance/ Accounting	Associate Professor with tenure	PhD, Finance (Queen's, 2006)	Dr Tan comes to us from the University of Waterloo. Dr Tan's research interests are diverse in both accounting and finance. His accounting research focus is on the corporate analysts market and investigating how behavioural bias affects analyst behaviour. His finance research focus includes international finance, market microstructure, mergers, and acquisitions and stock valuation models.	Faculty Funded /Institutional Strategic Funds

## 2. Contractually Limited Appointments

Name (Gender) Start of Appointment	Department, Field	Rank	Highest Degree	Research Agenda/Specialization
<b>Arts, Media, Performance and Design</b>				
Denton, Stacy (F) August 15, 2014	Film	Sessional Assistant Professor	PhD, Humanities (Concordia, 20013)	Dr Denton has taught as an Adjunct Lecturer at SUNY Plattsburgh since the fall of 2013. Dr Denton has particular expertise in the language of film, but also in visual culture more broadly.
<b>Liberal Arts and Professional Studies</b>				
Barnes, Annmarie (F) August 1, 2014 1 year	Sociology	Sessional Assistant Professor	PhD, Criminology (Toronto, 2007)	Dr Barnes comes to us from her role as Lecturer at the University of Ontario Institute of Technology. Her research specialization focuses on national security strategies, exploring how the police, the military, and immigration officials in the Caribbean and Canada manage drug-related crime.
Latham, Soosan (F) August 14, 2014 2 years	Human Resource Management	Sessional Assistant Professor	PhD, Adult Education and Community Development (Toronto/OISE, 2009)	Dr Latham previously held a contractually limited appointment in the School of Human Resource Management at York. Dr Latham's research focuses on leadership within the field of human resource management.
Mahmoud, Chawdhury (M) 2 years	Economics	Sessional Assistant Professor	PhD, Applied Economics (Purdue, 2005)	Dr Mahmoud comes to us from the University of New Brunswick where he has held a limited term Assistant Professor appointment since 2013 and prior to that at Concordia University from 2010 to 2013. Dr Mahmoud's research interests are in applied microeconomics, empirical industrial organization, and development economics.

Malik, Sadia (F) 2 years	Economics	Sessional Assistant Professor	PhD, Economics (Kansas State, 2005)	Dr Malik previously held a contractually limited appointment in the Department of Economics at York. Dr Malik has a strong background in the areas of health economics, climate change, institutional economics, poverty, inequality, and conflict.
Medeiros, Andrew (M) 1 year	Geography, Physical	Sessional Assistant Professor	PhD, Biology (York, 2011)	Dr Medeiros recently completed a two-year postdoctoral fellowship at Wilfrid Laurier University in the Department of Geography and Environmental Studies. He specializes in biogeochemical processes in aquatic systems in the Arctic and subarctic regions.
Qaiser, Shadab (F) 2 years	Economics	Sessional Assistant Professor	PhD, Economics (Connecticut, 2010)	Dr Qaiser previously held a contractually limited appointment in the Department of Economics at York. She has also taught at McMaster and at the University of Connecticut. Her primary research is in the area of theoretical and applied economics, regional economic impact modeling, poverty, inequality and empirical economics.
Tegelburg, Matthew (M) 2 years	Social Science	Sessional Assistant Professor	PhD, Cultural Studies (Trent, 2012)	Dr Tegelburg has recently held a contractually limited appointment at McMaster University. His current research explores the intersection of communication, culture and emerging media technologies in two major areas of study - critical social theory and environmental communication.
Yates, Alexia (F) July 1, 2015 3 years	History	Sessional Assistant Professor	PhD, History (Chicago, 2010)	Dr Yates has competed a three-year Prize Fellowship in Economics, History and Politics at the Centre for History and Economics, Harvard University, and has just begun a Mellon / Newton Interdisciplinary Postdoctoral Fellowship at the Centre for Research in the Arts, Social Sciences and Humanities at the University of Cambridge. Her research interests are in modern European History (1750 to present), comparative urban history, and business history and economic culture.
<b>Glendon</b>				
Challal, Samia (F) September 1, 2014 10 months	Mathematics	Sessional Assistant Professor	PhD, Math (Metz University, France, 1994)	Dr Challal has taught in Glendon's Mathematics Department as a course director since 2010. Her areas of research interest are in partial differential equations, homogenization, problems arising from mechanics, and free boundary problems.
Proulx, Guy (M) 1 year	Philosophy	Sessional Professor	PhD, Psychology (Ottawa, 1981)	Dr Proulx until recently served as Director of the Department of Psychology at Baycrest Centre for Geriatric Care since 1986. During his time at Baycrest, he held a variety of senior positions and secured a number of grants to support research and the development of facilities at Baycrest. He has become an internationally recognized expert in neurobehavioural and mental health issues related to aging. Over the last few years, Dr Proulx has held a visiting appointment at Glendon.

Zhang, Emma (F) August 1, 2014	Translation, MCI	Sessional Assistant Lecturer	Diploma, Conference Interpreting (Shanghai, 2012)	Ms Zhang has experience as a professional interpreter both overseas and in Toronto. In Shanghai, she was a full-time interpreter working alongside members of the AIIC. In 2013-14, she was a team lecturer in Glendon's Master of Conference Interpreting. Currently, she is a Freelance Interpreter with the Translation Bureau of the Canadian Federal Government.
<b>Health</b>				
Kelton, Roger (M)	Kinesiology, Anatomy & Physiology	Sessional Assistant Professor	PhD (Oregon, 1969)	Dr Kelton taught anatomy at York University for over 30 years until he retired in 2008. Since his retirement, he has continued teaching on a part-time basis and has continued to stay abreast of developments in anatomy and teaching resources.
Roudier, Emile (F)	Kinesiology, Chronic Diseases	Sessional Assistant Professor	PhD, Environmental Medicine (Karolinska, 2006)	Dr Roudier has been a research associate in the School of Kinesiology and Health Science at York since 2013. She has held previous positions as a research associate at the University of Montreal and postdoctoral Fellow at Karolinska Institute in Sweden.
Walkerley, Shelley (F)	Nursing, Primary Health Care	Sessional Assistant Professor	PhD, Nursing (Toronto, 2013)	Dr Walkerley has extensive experience as a clinical instructor and is currently the program coordinator/practicum coordinator for the PHC NP Program at York. She is also a qualified Nurse Practitioner. Her research has looked at smoking cessation interventions and future research interests include studying emerging innovative roles for nurses and Nurse Practitioners in primary health care and community settings.
<b>Lassonde</b>				
Castellucci, Steven (M) September 1, 2014 1 year	Electrical Engineering and Computer Science	Sessional Lecturer*/Sessional Assistant Professor	PhD, Computer Science (York, 2014)	Mr. Castellucci is expected to complete his PhD in the Fall 2014. His research interests are in human-computer interaction, designing and evaluating gesture-based methods for text entry and modelling human performance of text entry techniques.
Maxwell, Andrew (M) 3 years	Mechanical Engineering	Sessional Associate Professor	PhD, Management of Technology (Waterloo, 2011)	Dr Maxwell has over 20 years' experience of entrepreneurship in the government and university sectors. His recent positions include Chief Innovation Officer at the Canadian Innovation Centre and Assistant Professor in Entrepreneurship and Innovation at Fox School of Business, Temple University. His research interests are in technology entrepreneurship, management of innovation, business strategy and university-industry interactions.
<b>Libraries</b>				
Li, Yanli (F) September 1, 2014 1 year	Bronfman Business Library	Adjunct Librarian	MLIS (UBC, 2013)	From 2005 to 2012, Ms Li has served in the role of Associate Professor and Department Head at the School of Economics and Business at Yantai University in China. Since that time, she has held Librarian positions at the University Canada West and Chinese Community Library in Vancouver, British

				Columbia. Ms Li has a PhD in Economics from Renmin University in China.
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### 3. Recommendations for Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Gao, X (F)	Science	Mathematics & Statistics	PhD (Ottawa)	Statistics, Statistical Genetics and Bioinformatics
Mgbeoji, I (M)	Osgoode Hall Law School		JSD (Dalhousie)	Intellectual Property and International Public Law
Murray, D (M)	Liberal Arts and Professional Studies	Anthropology	PhD (Virginia)	Ethnographic Research, Anthropology Gender Studies and LGBTQ Studies
Riddell, M (M)	Health	Kinesiology & Health Science	PhD (McMaster)	Physiology, Diabetes Research
Shum, P (P)	Schulich School of Business	Finance	PhD (Toronto)	Exchange Traded Funds
Sweeney, G (M)	Science	Biology	PhD (Glasgow)	Molecular Pharmacology
Wood, S (M)	Osgoode Hall Law School		SJD (Harvard)	Environmental Law
Zhu, H (M)	Science	Mathematics & Statistics	PhD (Montreal)	Disease Modeling, Dynamical Systems, Hilbert's 16th Problem

### 4. Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Chen, S.M (M)	Science	Mathematics & Statistics	PhD (Northwestern)	Stochastic Optimization
Chen, Y (M)	Lassonde School of Engineering	Earth &Space Science & Engineering	PhD (McGill)	Atmospheric Science
Chrostowska, S (F)	Liberal Arts and Professional Studies	Humanities	PhD (Toronto)	European Literature
Davidson, D (M)	Liberal Arts and Professional Studies	Sociology	PhD (York)	Sociology of Health and Illness
Fraser-Thomas, J (F)	Health	Kinesiology & Health	PhD (Queen's)	Sport and Exercise



		Science		Psychology
Gekas, A (M)	Liberal Arts and Professional Studies	History	PhD (Essex)	Economic and Social History of Greece
Huck, G (M)	Liberal Arts and Professional Studies	Writing	PhD (Chicago)	Writing
Kazubowski-Houston, M (F)	Arts, Media, Performance & Design	Theatre	PhD (Simon Fraser)	Ethnography and Performance
Ma, B (M)	Lassonde School of Engineering	Electrical Engineering & Computer Science	PhD (Queen's)	Computer Science and Robotics
Moghadas, S (M)	Science	Mathematics & Statistics	PhD (Sharif, Iran)	Mathematical & Computational Modelling, Dynamical Systems , Numerical Analysis
Turner, A (F)	Liberal Arts and Professional Studies	Humanities	PhD (Chicago)	Burmese Buddhist Culture
Winton, S (F)	Education		PhD (Toronto)	Critical Policy Analysis, Critical Democracy
Zecevic, S (F)	Liberal Arts and Professional Studies	Humanities	PhD (Columbia)	Ottoman -Islamic Law

#### 5. Recommendations for Tenure and Promotion to Associate Lecturer

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Schraa, E (F)	Health	Health Policy & Management	PhD (Toronto)	Health Accounting

**FINANCE AND AUDIT COMMITTEE**  
**Report to the Board of Governors**  
at its meeting of 8 December 2014

*The Finance and Audit Committee met on 17 November 2014 and submits the following report to the Board of Governors for information.*

**1. Capital Projects: New Student Centre**

The new Student Centre project is progressing well; formal approval of the capital project is on target for presentation to the Committee and the Board for approval in February 2015. Ernst & Young Orenda Corporate Finance Inc. (E&Y) was engaged to assist the York University Student Centre (USC) in the assessment and development of a financing strategy for the new centre. Based on E&Y's thorough analysis the University is satisfied that the YUSC's financial and operating plans for the new facility are viable, and that risk to the University has been mitigated. Further, management drew on its experience from recent capital projects to manage the capital risks of this one, specifically:

- an independent, third-party cost consultant was retained to ensure alignment of the capital costs estimates and
- a fixed-price contract will be employed for the construction of the building to protect against increased contractor costs over the duration of the project.

The project is currently in the schematic design phase.

**2. Budget Update**

The Vice-President Finance & Administration and the Vice-President Academic & Provost provided a budget update on the status of enrolments, endowment/pension investment performance and deferred maintenance, and actual and projected revenue/expense changes through to 2016-2017. The focus of the discussion was on Divisional / Faculty budget positions and the five-year strategy to move from an overall deficit position to a balanced one. Increasing salary and benefit costs and recent enrolment shortfalls are the primary drivers of the Faculty deficits. Identifying cost-reduction and revenue-generating measures through the *Academic and Administrative Program Review* process, together with the implementation of the new SHARP budget model are the key components of the 5-year incremental plan to achieve a balanced operating budget. The University's challenging fiscal position requires action and difficult choices to be made to address the growing deficit. The Committee endorses management's strategy as a prudent and necessary approach to achieve financial sustainability.

**3. Internal Audit Report**

The Committee received a comprehensive Internal Audit Status report covering the period 1 September 2014 to 31 October 2014. The department undertook 14 audit engagements, of which six have been completed. Recommendations made on those completed audits will be tracked and monitored to ensure the corrective actions are implemented.

#### **4. Schulich in India**

The Provost provided an update on the Schulich School of Business' activities to expand its operations in India and on its financial performance to date. Schulich's current plans for India include a new campus, which is an integral part of the School's strategic plan. While waiting for the Indian government's approval of the *Foreign Educational Institutions Bill* (required to be able to offer a full academic program in India), Schulich operationalized an interim plan to offer the Schulich MBA in India under a twinning arrangement with an Indian institution. Work has also been done towards the establishment of a full-blown campus with residential accommodation to enable the offering of expanded programming (including the Executive MBA) once the necessary legislation is passed. Schulich's twinning program, which had been operating in Mumbai, has now relocated to Hyderabad, in anticipation of the eventual construction of the full campus in that city.

The 2014-2015 enrolment targets were met. The program currently has a deficit (which includes the start-up costs) which is dealt with within the overall 5-year financial plan. The Schulich in India campus is well-supported by an India Advisory Council, which includes a group of prominent business executives highly committed to the initiative.

#### **5. Enterprise Risk Management Report**

Vice-President Brewer briefed the committee on the enterprise risks facing the University, in which the changes in exposure for 6 of the 12 risks (change readiness, enrolment targets, HR academic, leadership, operational efficiency and strategic labour relations) were summarized. The Committee shared its advice to enhance the ongoing development of risk mitigation strategies.

#### **6. Second-Quarter Operating Results**

The Committee received the 2<sup>nd</sup> Quarter Operating Report from the Vice-President Finance and Administration.

The Committee received for *information* the following reports:

1. Annual Update on Conflicts of Interest in Procurement
2. Annual Report on Insurance and Risk Management Services
3. Annual Report on Emergency Preparedness
4. Annual Report on Access Control
5. Ancillary Operations Long Term Plan
6. Ancillary Operations Results for Year Ended 30 April 2014
7. Annual Report on York University Pension Plan and Pension Fund

*Ozench Ibrahim, Chair*

## Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Board Finance and Audit Committee

Date: December 8, 2014

Subject: **New Engineering Building Budget Update**

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### **Recommendation**

**The Board Finance and Audit Committee recommends that the Board of Governors approve a revised capital budget of \$105 million for the Bergeron Centre for Engineering Excellence.**

### **Background**

On 27 February 2012, the Board of Governors approved a capital project for the design and construction of a New Engineering Building, with an approved budget of \$85 million.

Subsequently, on 25 June 2012, the Board of Governors approved the creation of the Lassonde School of Engineering. On 29 September 2014, the New Engineering Building was formally named the Bergeron Centre for Engineering Excellence (BCEE).

The BCEE is currently under construction and will be available for use by 28 August 2015 for the 2015 academic year. Students in the Electrical Engineering program started classes in September 2013 and the initial intake for the Civil and Mechanical Engineering programs was in September 2014. By September 2015 it is anticipated that several hundred students will be taking classes in the new facility.

The building will distinguish itself with an iconic pixelated non-orthogonal façade to complement the natural setting of the arboretum.

In addition to a capital grant from the Government of Ontario (\$50 million), funding for the project was planned to be derived from additional fundraising (\$10 million) and from the University's internally restricted endowment from land sales (\$25 million).

## **Project Status**

Building construction is well underway. The building, located to the west of the Scott library has a complete five story frame, and is being prepared for the interior and finishing works. The building “topping out” event, which represents a major milestone towards completion, took place on November 20. The gas service connection was completed during the week of November 10. The exterior wall structure and weatherproof building enclosure will be completed before the end of December, in order to facilitate building heating during the winter construction period.

Of the total projected \$105 million project cost, the “hard construction” portion of this amount is now estimated to be about \$81 million. Of this amount, only about \$8 million (10%) remains to be contracted. The amount of contingency remaining in the updated budget is \$3.1 million.

This construction project has proceeded on a very tight timeline. The schedule is driven by the requirement to have the building ready for occupancy in August 2015. The project remains on schedule to meet this aggressive completion date.

## **Rationale for Budget Adjustment**

The project has reached a sufficiently advanced stage over the past several months where it has become clear that the required scope for the project cannot be accommodated within the \$85 million budget approved in February 2012. A number of significant factors contribute to the budget cost pressures, as outlined below:

- **Building Design and Façade:** \$4.2 million  
This building has been designed with a unique façade to provide an iconic presence for the new School of Engineering and to provide a polished edge to the south-west edge of campus. The design of the façade has required extensive work by the design team and contributed to a lengthier design process.
- **Building Specialty Elements:** \$1.0 million  
There are several demanding facilities in this building including a high bay structural lab - a three story tall space with extraordinary reaction wall and floor elements (1 m thick concrete). It includes girder and gantry cranes and is intended to accommodate the construction and destruction of various concrete structures. This portion of the building must be structural and mechanically independent of the balance of the building. This is the most robust example of the complex requirements of laboratory spaces in the building, which have created cost pressure against the initial project budget.
- **Schedule Inflexibility and Construction Market Conditions:** \$6.3 million  
The BCEE must be available for Fall 2015, as students currently enrolled at York will require the use of the specialized laboratory facilities at that time. There are no alternative facilities on campus and failure to meet this schedule would have significant financial and reputational impact on the University and the Lassonde School of Engineering. This has resulted in use of acceleration measures to ensure the project can be delivered on time. In addition, a relatively “hot” construction market has resulted in less competitive prices emerging from most of the major work packages that have been bid over the past several months. The market is likely aware of our schedule constraints, and our limited capacity to re-engineer in the face of price concerns.

- **Regulatory Design Changes and Delays in Approvals:** \$2.5 million  
 The project required two major approvals by the municipality: Site Plan Approval (SPA) and building permits. SPA is normally an eight month process but for this project it took 16 months. Building permits for large projects can take several months for approval but will not be approved without SPA. The full building permit was applied for on 23 October 2013 and though five stories of building frame have been erected, the full building permit has yet to be issued. The construction schedule was adversely and directly affected by nine weeks as a result in delays in issuing building permits.

  - The Site Plan Approval (SPA) process was amended at the last minute by the City of Toronto to require a Site Plan Agreement (registered on title). This was a new requirement for York University, despite the intense development that has taken place at York in the last 20 years. Development of the Site Plan Agreement required a reference plan as well as a definition and survey of a new property parcel. The project team was compelled to apply for sequential partial conditional building permits. These are limited in scope and duration. They require additional staff work to produce, submit and administer, and require York to accept all liability if the regulatory authority requires any change to the design during construction. There have been change orders issued on this project for this reason.
  - The regulatory authority has also imposed pre-construction design changes that resulted in additional design and construction costs. Examples are increased scope of landscaping and the scalloping of the upper edge of the building façade.
- **Challenging Site Conditions:** \$2.5 million  
 The project site was relatively clear of surface obstructions. However sewer, water and storm water pipes beneath the site required relocation. The resultant disturbed soil conditions also required a more robust and costly foundation.
- **Scope changes:** \$0.5 million  
 Subsequent to the approval of the functional space program, user initiated scope changes have been accommodated. For example, it was necessary to increase the number of office workstations to accommodate an additional 25 employees. This request was managed without an increase in building size but required additional design time and increased construction costs.

Aggressive efforts have been undertaken throughout the project in an effort to mitigate the cost pressures, during both the pre-construction phase and during the actual construction phase of the project. These efforts have delivered considerable cost savings, notwithstanding the current budget status which is \$20 million higher than the initial approved budget. However, given the advanced state of the project and the very tight timelines involved with the project, it is felt that the \$20 million proposed increase offers the best value for money decision for the University at this time. Initial estimates show the building will deliver a net to gross floor area of between 54-55%. This reflects an efficient building design, especially for an engineering building, and compares favourably to other comparable buildings on campus.

## Budget Risks

This project has 10 months to completion. The following project elements have the potential to introduce further cost pressures (mitigated by a remaining contingency of \$3.1M) as well as schedule pressures:

- Winter conditions can create a schedule risk if the building is not closed in. However, as noted above, this work is proceeding well.
- Further change orders may be required.
- User design change requests continue to be submitted.
- Regulatory authority design changes may still be received.
- Further acceleration measures will be required to meet schedule requirements.
- 10% of construction costs have not been contracted, with limited remaining time and scope for value engineering should it be necessary.
- Architect request for consideration of incremental fees.

## Updated Project Funding Plan

The impact of the higher capital cost on the project funding assumptions is outlined in the table below. The original funding plan included a fundraising target of \$10 million. The Lassonde School of Engineering has enjoyed considerable fundraising success, with a number of major gifts already announced. Of the original fundraising target of \$10 million, over \$8 million has already been achieved. In addition, a further \$5 million from fundraising was also raised to cover the cost of the \$5.3 renovation project that was initiated to create the space needed by the School prior to the new building being available. It should also be noted, that of the total \$25 million Lassonde gift, there is \$10 million that has not yet been specifically allocated in the long-term Faculty budget plan.

## Revised Engineering Project Funding Plan

(millions)		(millions)	
<u>Originally Approved - \$85 million</u>		<u>Revised - \$105 million</u>	
Government Funding	\$50.0	Government Funding	\$50.0
University Funding	25.0	University Funding	25.0
Fundraising	10.0	Fundraising	30.0
	<u>\$85.0</u>		<u>\$105.0</u>

## Lessons Learned for Future Capital Projects

The University is typically faced with a range of complexities in managing capital projects and constructing new buildings, including:

- Project budgets that are heavily reliant on external funding, and constrained by the University's ability to allocate additional funds through its own internal resources and fundraising.
- Tight deadlines for completion, which can be imposed on the University by external forces like Government, or by internal factors, such as the need to accommodate an arriving cohort of students.
- Complexities with respect to project scope, with multiple stakeholders and an entrenched University culture of detailed consultation with users.

The University's ability to balance these three key factors – budget, schedule and scope – has presented challenges in all its capital projects, and the new Engineering building is no exception. In fact, this Project faced an additional hurdle, given that its end user (the new Lassonde School of Engineering) did not exist when the capital project began, making it much more difficult to establish user needs in a timely manner (i.e. "scope").

As a result of the issues identified with the Engineering building, and drawing on the results of the Capital Program Management Audit undertaken by Internal Audit during 2014, a number of "lessons learned" or opportunities for improvement have been identified for the planning and management of future projects, including:

1. The earlier that project scope can be defined, the better. In order to create a solid foundation supporting the project milestones, the University will make every effort to conduct a Functional Space Program review as early as possible during the planning process. This will provide a more solid basis for the project estimate and help manage the project schedule.
2. Project planning will ensure all critical path activities (e.g. establishment of project and user committees, site surveys, enabling work, architect selection) are conducted as early as possible to facilitate the timely commencement of design and construction.
3. Keeping in mind the three main project variables (i.e. budget, schedule and scope) and recognizing the design and construction of special-purpose buildings does require an iterative process with users, the Project team will identify an optimal design freeze point and clearly communicate this to users and other stakeholders as early as possible.
4. The University will give serious consideration to directly hiring an independent Construction Cost Consultant to provide objective and timely cost estimates for project decision-making.



# Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Board Finance and Audit Committee

Date: December 8, 2014

Subject: Lassonde School of Engineering Specialty Equipment Budget

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## **Recommendation**

**The Board Finance and Audit Committee recommends that the Board of Governors approve a budget of \$8 million for the purchase of academic equipment required to fit out the Bergeron Centre of Engineering Excellence.**

## **Background**

On 27 February 2012, the Board of Governors approved a capital project for the design and construction of a New Engineering Building, with an approved budget of \$85 million.

Subsequently, on 25 June 2012, the Board of Governors approved the creation of the Lassonde School of Engineering. On 29 September 2014, the New Engineering Building was formally named the Bergeron Centre for Engineering Excellence (BCEE).

The BCEE is currently under construction and will be available for use by 28 August 2015 for the 2015 academic year. Students for the electrical engineering stream started classes in September 2013 and the initial intake for the civil and mechanical streams was in September 2014. By September 2015 it is anticipated that several hundred students will be taking classes in the new facility.

## **Project Status**

Building construction is well underway. The building, located to the west of the Scott library has a complete five story frame, and is being prepared for the interior and finishing works. This construction project has proceeded on a very tight timeline. The schedule is driven by the requirement to have the building ready for occupancy in August 2015. The project remains on schedule to meet this aggressive completion date.

## **Rationale for Budget Request**

The initial budget approved for the BCEE project was \$85 million. This initial budget amount included approximately \$5 million for specialty equipment in the building to support the teaching and research activities of the School Engineering. At the time of the initial budget approval, there were limited faculty and technical staff in place during the initial project planning stages to identify with certainty the equipment necessary to deliver the courses of instruction and to provide research infrastructure for faculty members not yet hired. Some curricular development is still underway. Hence, the \$5 million amount was essentially a placeholder amount in the overall project budget, pending the development of the detailed equipment list that will be required to deliver the teaching requirements of the curriculum that has been developed for the new School.

Over the past year, considerable effort has been directed towards defining the inventory of equipment that will be needed by the new School of Engineering. While the aspirational inventory of equipment currently totals in excess of \$20 million, this list has been reviewed to ascertain what instructional equipment is required for 2015 and 2016, and what can be purchased later. Likewise, the research equipment was reviewed to determine what would be necessary for the enterprise and what can be added in the future through grant funding or other means. There are also large student project spaces to be equipped yet there remains some uncertainty as to the exact nature of the projects and gear required.

As a result of the efforts outlined above, it is proposed at this time to proceed with a total engineering specialized equipment budget of \$11.8 million, along with an additional \$1.2 million for IT/Audio Visual equipment. The total \$13 million required equipment budget is in excess of the \$5 million that has been carried in the overall project budget since 2012. The specific funding approval requested at this time is for the \$8 million equipment costs over the funds allocated in the project budget.

As staff and faculty are engaged and the curriculum for upper year students is finalized there will be added equipment resources required in coming years. Coordination of equipment needs between programs in Engineering and the Faculty of Science will also be necessary to avoid duplication whenever possible.

## **Funding**

The \$8 million funding required to support the purchase of specialized equipment will be provided initially through internal financing and capital reserves. Given the significant fundraising target associated with the revised building project budget (total fundraising target is a \$30 million contribution to the total \$105 million cost), the initial funding plan for this equipment will not assume any fundraising amounts.

As the ongoing fundraising efforts of the School of Engineering move forward, any amounts raised in excess of the \$30 million required for the building project would offset and reduce the amount of University funding required. In addition, as the School of Engineering continues to grow, a portion of the additional revenue associated with enrolment growth would be a reliable source of funds to support the costs associated with any internal financing arrangement put in place.



*Board of Governors*

## **GOVERNANCE AND HUMAN RESOURCES COMMITTEE**

### **Report to the Board of Governors at its meeting of 8 December 2014**

*The Governance and Human Resources Committee met on November 21 and makes this report to the Board for information.*

#### **1. Governance**

##### *Board Candidates*

There are currently two vacancies on the Board, and another two members will be leaving by the end of June. The Committee discussed possible candidates with a view to continuing to recruit governors who can devote the requisite time and attention to the University and who possess the strengths and competencies most needed to help the university move forward with its academic plans. One candidate has already committed to joining the Board in the late spring.

#### **2. Human Resources**

##### *Labour Relations*

Vice-President Brewer reported on the dates and status of all of the collective bargaining agreements. Negotiations with IUOE have been successfully completed. Bargaining continues with YUSA and CUPE 3903, and it is anticipated that bargaining with both units of CUPE 1356 will commence in late November/early December.

##### *Pension Update*

As a result of amendments to the *Pension Benefits Act*, amendments to the University's pension plan pertaining to portability rights are being reviewed. The Committee will be kept apprised of further developments on this matter.

##### *Pending Changes to Executive Compensation*

The Ontario legislature is currently at second reading of Bill 8, the *Public Sector and MPP Accountability and Transparency Act*. The bill includes elements that would give government the authority to establish compensation frameworks governing designated executives (including the University President, Vice-Presidents and others) and would establish mandatory restrictions on their compensation. The Council of Ontario Universities (COU) has formed a working group to analyze the matter and propose principles for a potential executive compensation framework. Updates on the status of the bill will be provided to the Committee.

*Susan Black, Chair*

**LAND AND PROPERTY COMMITTEE**  
**Report to the Board of Governors**  
at its meeting of 8 December 2014

*The Land and Property Committee met on 18 November 2014, and makes this report for information.*

**1. York University in York Region Campus**

The President briefed the Committee on the status of the initiative. While waiting for the government's Spring decision on funding for university campus expansion plans, York is continuing to build on the support and momentum in the York Region community for a Markham campus.

**2. Academic Projects**

Updates were provided on two key projects in progress: the new student Centre building and the engineering building. Work with the Student Centre Corporation on the design and financial framework for the new student centre continues to progress positively. Approval for its establishment as a new capital project is scheduled for review by Finance & Audit and the Board thereafter in February 2015. The Land & Property Committee will preview the building design at its next meeting also in February. The construction of the engineering building – formally named the *Bergeron Centre for Engineering Excellence* – remains on schedule for its August 2015 completion date. A milestone phase in the project was reached in late November with the “topping out” stage, marking the shift of the construction focus from the external to the internal of the building.

**3. Toronto-York Spadina Subway Extension**

The TTC recently announced that the Fall 2016 opening of the subway extension to York Region is expected to be delayed. Complications with some of the work, harsh weather conditions and various issues with project contractors have all contributed to the delays. The TTC is consulting external subway construction experts to assess the situation and to recommend possible measures that might be taken in order to meet a completion date of late 2016. Further delays prolong the disruptions on the Keele campus. The University is continuously liaising with TYSSE project staff to keep informed of the ongoing work so as to assess and manage the impact on the community. In addition, YUDC and York staff continue to engage with TTC on the legal agreements required to address the myriad property, operational and safety issues that must be in place prior to the opening of the subway.

**4. York University Development Corporation Projects and Opportunities**

*Lands for Learning: Non-Core Asset Strategy*

The Board was advised at the last meeting that the YUDC retained Cushman & Wakefield Ltd to conduct market and financial analyses and recommend strategic options for the development of the University lands in the south Keele precinct. The Committee received and discussed the preliminary feedback on market response; the financial analysis is underway. A full report on the

exercise is being presented to YUDC in December for input, and will then proceed to Land & Property in February.

#### *The Quad*

The municipal planning applications required for the project were submitted to the City of Toronto earlier in the autumn and responses from the City are gradually being received. The slow response from the City and the wide scope of comments received on the applications is likely going to delay receipt of the municipal planning approvals and, in turn, push back the Fall 2016 date for the opening of Phase 1 of the new residential facility. The YUDC and Forum Campus Suites are developing an overall response to the City's comments and working to address the delays.

#### *Pan Am Stadium*

The Construction delays on the athletics stadium continue, with significant elements of the venue not meeting the project completion schedule. Infrastructure Ontario, the body responsible for the delivery of the project, is determining the best route forward on the schedule challenges. Other Pan Am construction projects are also experiencing similar delays; there is confidence overall that the stadium at York will be completed in time for the Games in July 2015.

### **5. Capital Construction Report**

The Committee received a capital projects report, updated to 31 October 2014 detailing the status and financial positions of all major initiatives in progress.

*Paul Tsaparis, Chair*

## Memo

To: Board of Governors

From: Randy Williamson, Chair, Board Investment Committee

Date: December 8, 2014

Subject: **Statement of Investment Policies and Procedures (SIPP)**

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### Recommendation

**The Board Investment Committee recommends that the Board of Governors approve the revised Statement of Investment Policies and Procedures, as attached.**

### **Background**

Following the asset-liability study completed in 2013, the Committee approved in principle proposed changes to the Asset Mix. The resultant revised Asset Mix was recommended for approval to the Board of Governors at its meeting of April 14, 2014 and was duly adopted for effect commencing on or after July 1, 2014.

The Statement of Investment Policies and Procedures has been amended to reflect the following significant changes:

- a) Revised Asset Mix
- b) Revised Benchmark
- c) Revised Currency Hedging Strategy

The effects of unitizing the endowments and changing the methodology for calculating annual distributions where necessary have been captured.

The SIPP has additionally been changed in content, wording and style to modernize and update these to best practices adopted by other funds. Attention has been given to reasonably aligning York's Endowment Fund SIPP to York's Pension Fund SIPP, the latter having been revised significantly after a study was conducted with members of SCIP and with best practices input received from the Pension's external consultant.

## SIPP Revision

Appendix A attached.

### Description of Amendments

The significant proposed amendments to **investment strategy** are as follows:

- a) The Asset Mix has been revised to reflect:
  - a. the addition of a combined 10% allocation to Canadian Real Estate and Global Real Estate, both qualified as types of Real Assets,
  - b. a 5% reduction to Canadian Equity to a 10% allocation,
  - c. a 5% reduction to Global Equity to a 20% allocation,
  - d. a 5% increase to Global High Yield Bonds to a 10% allocation, and
  - e. a 5% reduction to Canadian Bonds to a 20% allocation.
- b) The Benchmark has been revised to correspond with the revised Asset Mix.
- c) The Currency Hedging strategy has been revised from active to passive management in accordance with the decision of the Investment Committee at its meeting of September 30, 2014.
- d) The Hedge Ratio for currency exposures has been revised from 50% of developed markets foreign exposures to asset-class specific hedge ratios to be applied with respect to foreign currency exposure:
  - a. 0% Hedge Ratio for Equities
  - b. 50% Hedge Ratio for Real Assets
  - c. 100% Hedge Ratio for Fixed Income
- e) The impact of Currency Hedging is no longer to be measured against a separate Hedged Benchmark. Rather, the gain/loss from hedging will be measured monthly and, for total fund reporting purposes, the effects on return from hedging will be additive to the total fund rate of return and, for performance reporting purposes, the same effects on return will be additive to the total fund benchmark return.
- f) The phasing-in of the Real Estate exposures and corresponding reduction to Equities exposures has been addressed differently from past revisions, to reflect the uncertainty in timing of the Real Estate allocation. Simply, for benchmark calculation purposes, the benchmark weights will be amended to incorporate the return target for Real Estate, established as FTSE TMX Universe Bonds + 2%, in two steps. These will occur at the point in time that the exposures reach the approximate weightings of first, 5%, and second, 10% of total fund. The corresponding 5% decreases in benchmark weight will be allocated to Canadian equity and Global equity at the corresponding times.

Significant amendments proposed to update **best practices in Policy content** were:

- a) Section I, renamed Introduction and Overview, is reworded for conciseness and economy. The **Investment Objective** is stated in Section 1.4 for high visibility; it

is also referred to in later sections where relevant.

- b) Section II, renamed Governance and Administration, now refers to **Administration**, replacing previous references to “Management”. Section II no longer has sub-sections devoted to the Investment Manager, Custodian and Record Keeper.

The responsibilities of the **Investment Managers** are addressed variously throughout the Policy. The duties of Investment Managers are further specified in Investment Mandates, Investment Management Agreements and Pooled Fund Investment Policies all of which are executed by the Investment Manager with York University. For Investment Committee oversight and responsibility purposes, these are deemed incorporated in Investment Mandates.

The responsibilities of the **Custodian** similarly are addressed at points within the Policy and thoroughly in formal agreement documentation executed by the University with the Custodian.

The responsibilities of the **Record Keeper** do not belong in the SIPP. These are addressed in formally executed agreements and in a separate policy governing endowments.

- c) Section III is renamed **Investment Strategy** (previously Investment Philosophy).

The discussion focuses on **Diversification** and has been expanded to include **Liquidity**.

Sections 3.10 and 3.11 on **Responsible Investing** have been incorporated under Strategy to enhance the signal that ESG factors are important considerations in manager selection and monitoring. In Section 3.11, it is clarified that the extent to which ESG factors underpin security selection falls within the domain of the respective Investment Manager; and, further, the expectation of engagement between Investment Manager and corporate managements is introduced.

- d) Section 4.3: The **Target Asset Mix Minimum and Maximum** weights are overtly presented. A variation from the +/- 5% rule is shown with respect to Maximum weight permitted in Equities; this is to specifically accommodate the development of the Real Estate component.
- e) Sections 5.4 to 5.7 are new, incorporating specific diversification **requirements and constraints** applicable by type of holdings, including Equities, Fixed Income, Real Assets and Cash and Equivalents. This aligns to a similar feature in the Pension’s revised SIPP.
- f) Section 5.8 on **Derivatives** is more descriptive of ways in which derivatives may be used by Investment Managers including what may be permitted in Investment Policies of Pooled Funds.
- g) Section 5.9, concerning **Securities Lending**, revises the stance from permitted to not permitted through the Custodian. However, Securities Lending may still be a strategy used by Investment Managers for Pooled Funds in which the Fund can



have holdings.

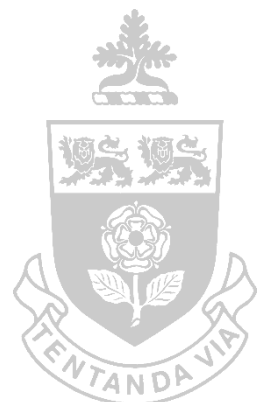
- h) Section VI renamed **Return Expectations**, is considerably shorter with the removal of references to a Hedged Benchmark, the 2004-2008 Benchmark, and Currency Evaluation.
- i) Section 6.5 specifies that the Committee selects the **benchmark index** that is appropriate to each Asset Class, and may revise these from time to time as to be incorporated in the subsequent Policy revision.
- j) Section VII on **Valuation** of Investments is new and aligns to the similar feature in the Pension's revised SIPP.
- k) Section VIII on **Voting Rights** is newly in a standalone section, as previously it was represented under 2012 SIPP Section 2.18, a small notation that fell under Responsibilities of Management (aka Administration). This section aligns to the similar feature in the Pension's revised SIPP.
- l) Section IX on **Monitoring** is newly in a standalone section, as previously it was included under Performance Evaluation. The section delineates the objective of monitoring into three areas to be covered: Investment Managers, Fund Performance and Policy Implementation.
- m) Section X on **Policy Review** is newly in a standalone section. This point is stripped down and simply states that review shall be conducted at least annually in order that the Policy be affirmed or amended. An ambiguous point concerning review of the "effectiveness of the Fund governance structure" has been removed altogether.



# York University Endowment Fund

## **STATEMENT OF INVESTMENT POLICIES AND PROCEDURES**

**December 2014**



## SECTION I – Introduction and Overview of the Endowment Fund

- 1.1 The York University Endowment Fund (“Fund”) is a commingled pool of individual endowments that have been gifted by donors. The donations to the University form the [corpus](#) of invested assets of the Fund.
- 1.2 Endowed accounts are established for designated purposes that include academic chairs, scholarships and bursaries. The donations, gifts, and bequests that have been received together with any [matching funds](#) from external or University programs, have been designated to specific purposes as agreed to between each donor and the University.
- 1.3 The purpose of the Fund is to, in perpetuity, preserve the endowed capital in real terms and provide annual distributions to endowment beneficiaries for spending. The Fund assets are invested to [protect the corpus in real terms](#) and produce returns sufficient to provide a steady amount of annual distribution toward spending for the beneficiary purposes.
- 1.4 The investment objective for the Fund is to earn a real return from long-term investments that protects endowment capital and provides stable inflation-adjusted annual distributions for endowed account beneficiaries.
- 1.5 Distributions from the Fund for beneficiary spending are subject to the University policies and procedures governing Endowment Fund distributions as well as any restrictions that may apply to individual endowed accounts.
- 1.6 The purpose of the Statement of Investment Policies and Procedures (“Policy” or “SIPP”) is to detail the terms that apply to the investment of the Fund.

## SECTION II – Governance and Administration

### Board of Governors

- 2.1 The University through its Board of Governors has responsibility for the Endowment Fund and [for approval of the Statement of Investment Policies and Procedures, as may be amended from time to time.](#)
- 2.2 The Board of Governors has appointed an Investment Committee (“Committee”) to oversee the assets and investment of the Fund.
- 2.3 The Board of Governors has appointed a Finance and Audit Committee and delegated the responsibility for approving the amount of annual distribution to endowment accounts.
- 2.4 [The Board of Governors through its Investment Committee may rely on independent experts for certain aspects of the Fund’s operations where expert knowledge is required or where a perceived or actual conflict of interest exists.](#)

- 2.5 The Board of Governors has delegated to the Investment Committee the responsibility for selecting and appointing the Investment Managers, Custodian, Recordkeeper and various agents as may be required for the care and administration of the Fund.
- 2.6 No members of the Board of Governors, the Investment Committee, or the staff of the University representing Administration shall select securities on behalf of the Fund.

### Investment Committee

- 2.7 The Investment Committee shall develop this Policy and recommend its adoption to the Board of Governors.
- 2.8 The Investment Committee shall provide periodic reports including advice of any changes to Investment Managers or service providers and deliver an annual report on the assets and performance of the Fund to the Board of Governors.
- 2.9 The Investment Committee shall select and retain one or more competent external professional Investment Managers of Pooled Funds, Segregated Portfolios, or short-term deposits for the Fund.

The terms of each Investment Manager appointment shall be contained in an Investment Mandate approved by the Committee. The Committee shall alter its selection of Managers and amend the Mandates from time to time as it deems to be in the best interest of the Fund.

The Committee shall ensure at all times that there are no conflict of interest issues in connection with such appointments.

- 2.10 To the extent the Fund invests in Pooled Funds, each Investment Manager shall provide a copy of its investment policy for a specific Pooled Fund and notification of amendments to the investment policies of the Pooled Funds, as made from time to time, and these shall be deemed to be incorporated in the respective Manager Mandate.
- 2.11 The Investment Committee shall meet as required with each Investment Manager to review its firm, investment strategy, portfolio and performance as well as any other significant issues.
- 2.12 The Investment Committee shall appoint one or more Custodians for all or part of the Fund assets. Any appointed Custodian shall be a trust company registered in Canada. All investments and assets of the Fund shall be held by a Custodian. The Committee shall further retain the services of any independent experts and various agents as may be required for the care and administration of the Fund.

### Administration

- 2.13 The Administration of the University is responsible for directing the allocation of Fund assets including contributions to and distributions from the Fund.

- 2.14 Administration shall deliver monthly reports on Fund assets and performance of the Fund and its Investment Managers to the Committee.
- 2.15 Administration shall conduct Investment Manager searches, due diligence studies and oversight meetings with Managers as required and provide recommendations to the Committee
- 2.16 Administration shall develop the Investment Mandates in accordance with the Fund's investment strategy and any relevant changes in the external environment or best practices and [recommend approval to the Committee](#).
- 2.17 Administration shall communicate general guidelines for voting to each Investment Manager of an actively-managed Segregated Portfolio of equities.
- 2.18 Administration shall review the compliance of each Manager to the Investment Mandate and report any issues to the Committee.
- 2.19 Administration shall ensure that the Fund is managed in accordance with the Policy and compliant with applicable legislation and regulatory requirements.
- 2.20 Administration shall ensure that all investments in the Fund are recorded in the financial records as [subject to the annual audit by the University's independent](#) auditors.

### **SECTION III – Investment Strategy**

- 3.1 The investment strategy expressed in the Asset Mix Policy takes into consideration certain investment factors and principles, described in this section, with the goal of generating a target return and level of risk that support the Fund's ability to meet its obligations.

#### **Diversification**

- 3.2 Diversification of investment exposures increases long-term risk-adjusted return potential. The characteristics of different asset classes combined in target proportions increase the probability of achieving target return and risk suitable to the Fund obligations.
- 3.3 [Diversification reduces exposure to specific investment risks, among these: equity risk, interest rate risk, credit risk, inflation risk, liquidity risk, single issuer risk, and manager risk.](#)
- 3.4 Equity returns are expected to exceed fixed income returns over the long term. Return objectives are tempered for risk, however, as [excessive volatility of equity returns can negatively impact the Fund's ability to match obligations.](#)
- 3.5 [Fixed income provides term and credit diversification, reduces Fund volatility and enhances Fund liquidity.](#)

- 3.6 Real Assets provide diversification in respect of Equities and Fixed Income and a hedge against inflation.
- 3.7 Using skilled active management can provide superior returns or decrease the risk of the Fund, or both, relative to a market-oriented benchmark.

### Liquidity

- 3.8 Liquidity is required to enable the Fund to meet its obligation of annual distributions to endowed accounts adjusted for inflation. The Fund is managed to permit sufficient liquidity to generate cash for distribution, contain costs, and periodically realign asset class weights to Policy weights within the current context of the Fund's net annual outflows.
- 3.9 Liquidity requirements in a long-term strategy are sustained by diversified holdings in publicly-traded securities. Illiquid strategies and securities tend to constrain access to liquidity and add to the opportunity and transaction costs associated with raising cash.

### Responsible Investing

- 3.10 Consideration to and integration of environmental, social, and governance (ESG) risk factors in the investment selection and evaluation processes are practices that are consistent with the investment objective of providing endowed account beneficiaries with sustainable payout over the short and long terms.
- 3.11 The management of security level exposures to ESG factors that may have a material impact on the financial return of an investment falls in the domain of the Investment Managers of Pooled Funds and Segregated Portfolios. Selection by the Committee of Investment Managers that pursue a fundamental investment style toward security selection and consider ESG factors in their research supports the process of engagement between the Investment Manager and corporate managements concerning specific ESG risks and their impact on investment value.

## SECTION IV – Asset Mix Policy

### Asset-Liability Studies

- 4.1 The target asset mix is developed in asset-liability studies that take into consideration the Fund's long-term investment horizon, annual obligations to beneficiaries, ability to manage risk, liquidity constraints and administrative capacity.

### Introduction of Real Assets

- 4.2 The Real Assets sub-asset class of Real Estate was introduced and approved by the Board of Governors in April 2014.

A phase-in period for developing the target Real Estate exposures is normal for the characteristics of this class.

## Target Asset Mix Policy

- 4.3 The long-term Target Asset Mix Policy [effective as from December 31, 2014](#) is shown in the table below.

Asset Class	MIN. Weight	TARGET	MAX. Weight
Canadian Equity	5%	10%	15%
US Small-Mid Cap Equity	15%	20%	25%
Global Equity	15%	20%	25%
Emerging Markets Equity	5%	10%	15%
<b>EQUITIES</b>	55%	60%	75%
<a href="#">Canadian Real Estate</a>	0%	6%	11%
<a href="#">Global Real Estate</a>	0%	4%	9%
<b>REAL ASSETS</b>	0%	10%	15%
Canadian Bonds	15%	20%	25%
Global High Yield Bonds	5%	10%	15%
<a href="#">Cash and Equivalents</a>	0%	0%	10%
<b>FIXED INCOME</b>	25%	30%	35%
		100%	

## Asset Weighting Ranges and Rebalancing

- 4.4 Ranges are approved for normal degrees of variance from Target of asset class weights. The range that each asset class weight is permitted to vary within is +/- 5% of its Target Weight.
- 4.5 [Real Assets, due to a necessary phase-in, will cause aggregate weights in the Equities classes to vary above Target Weight. The approved temporary variance above Target for aggregated equity classes is to a maximum of 15% during the phase-in period.](#)
- 4.6 [Cash and Equivalents held for Fund operating purposes shall be maintained at low levels. Cash levels held in portfolios are at the discretion of each Investment Manager and in accordance with each Manager Mandate.](#) For the purpose of monitoring and measuring, cash in portfolios is deemed to be included in that Manager's asset class.
- 4.7 Rebalancing of Fund asset weights will be conducted periodically by Administration in response to cashflows, or when actual asset mix weights deviate outside the normal ranges. Reallocation among portfolios will be conducted to bring the asset class weights back within Policy ranges.

## Currency Hedging

- 4.5 The impact on returns and risk due to currency exchange rate volatility can provide diversification or negatively accentuate risk depending on each type of asset class holding the foreign-denominated exposures. To manage desirable and undesirable currency risk, the following Policy parameters for currency hedging to the Canadian dollar shall be applied to foreign-denominated exposures, on a passive basis:

Asset Class	Passive Hedge Ratio
Equities	0%
Real Assets	50%
Fixed Income	100%

## SECTION V – Portfolio Diversification and Constraints

- 5.1 The Fund assets shall at all times be prudently invested in a diversified manner in accordance with the Policy. The Committee shall ensure that the diversification requirements in the Policy and each of the Manager Mandates, in combination with the amount of assets allocated to each Manager of a Segregated Portfolio or Pooled Fund, are consistent with the limits in this section.
- 5.2 In no case shall the Fund own more than 10% of any class of the securities of a corporation.
- 5.3 In no case shall the Fund have more than 10% of its total investments invested in the securities of any one corporation, government, or trust, other than in the governments of G7 nations.
- 5.4 In respect of the Equities held for the Fund:
- (a) All holdings shall be listed on a public exchange or be convertible or exchangeable into such securities.
  - (b) Holdings shall be diversified by company, region, industry, currency and country; however, consideration may be given to the relative sizes of economic activity and stock markets capitalization.
- 5.5 In respect of the Fixed Income held for the Fund:
- (a) All holdings in corporate Fixed Income shall be diversified by company, region, industry and country; however, consideration may be given to the relative size of the opportunity set in different countries.
- 5.6 In respect of the Real Assets held for the Fund:
- (a) No direct holdings in real assets are permitted.
  - (b) All holdings in Real Assets shall be diversified by industry, company, region and country; however, due to the illiquid nature of these assets, time may be required to develop diversification.



### 5.7 In respect of Cash and Equivalents held for the Fund:

- (a) All Cash and Equivalents holdings shall be in accordance with the Policy and any Pooled Fund policy that has been specifically considered and approved for inclusion in a Manager Mandate.
- (b) Cash and Equivalents and deposits with banks or trust companies must be rated “A”, or better, or be held with institutions that have a long-term rating of “A”, or better.

### 5.8 In respect of Derivatives employed for the Fund:

- (a) All use of Derivatives shall be in accordance with the Policy and any Pooled Fund policy that has been specifically considered and approved for inclusion in a Manager Mandate.
- (b) Derivatives may be used only to:
  - 1. Create an asset mix position within ranges and among the asset classes set out in the Policy;
  - 2. Replicate the investment performance of a recognized capital market index or the impact of changes in interest rates;
  - 3. Create an exposure to securities that are otherwise permitted under this Policy;
  - 4. Manage the currency exposure of foreign-denominated holdings; or
  - 5. Reduce risk as part of a hedging strategy.

### 5.9 The Fund shall not normally lend securities through the Custodian. However, lending of securities may be implemented by Investment Managers within Pooled Funds held by the Fund.

### 5.10 Any endowed gifts to the University of securities will be sold as soon as practicable upon receipt.

## SECTION VI – Return Expectations

### Performance Objective

- 6.1 The Fund performance objective is to produce a moving four-year annualized rate of return, net of investment fees, that meets or exceeds the four-year annualized rate of return of the Fund Benchmark for the same period.

### Fund Benchmark

- 6.2 The Fund Benchmark is a composite of market indices. Each market index shall be chosen for being the most effective broad representation of its Policy asset class, as gauged by its investable universe, return characteristics and risk profile.

- 6.3 The composite Fund Benchmark excludes the impact of currency hedging. For the purpose of reporting and measuring relative performance of the Fund including the effects of currency hedging, the monthly return from passive hedges held for the Fund shall be additive both to total Fund performance and to total Benchmark performance.
- 6.4 The following Benchmark is effective as from December 31, 2014. The Benchmark return shall be calculated to assume monthly rebalancing and is expressed in Canadian dollar terms

Asset Class	Index	Weight
Canadian Equity	S&P/TSX Composite	10%
US Small/Mid Cap Equity	Russell 2500	20%
Global Equity	MSCI World, net dividends	20%
Emerging Markets Equity	MSCI Emerging Markets	10%
Canadian Bonds	FTSE TMX Universe Bond	20%
Global High Yield Bonds	Citigroup High Yield Market Capped	10%
Global Real Estate	FTSE TMX Universe Bond + 2%	10%
		100%

- 6.5 The market indices prescribed for the Fund Benchmark above are chosen for their representative characteristics. The Benchmark indices established in each approved Manager Mandate may vary.

The indices above may be amended by the Committee from time to time, as necessary; such amendments will be reflected in the next revision of the Policy.

- 6.6 During the phase-in period for the Real Estate asset class, the Benchmark weight will be held at 0% or 5%, whichever is closer to the Fund exposure, until the exposure has been fully developed to at or near 10%, at which time the 10% Benchmark weight shall apply. The offset weight during the phase-in period will be applied to equity classes.
- 6.7 The Fund's historical record of performance shall be reported and compared to a linked series of distinct composite benchmarks as specified in successive Board of Governors approved versions of the Policy and as verifiable to the documents and minutes of the meetings of the Investment Committee.

## SECTION VII – Valuation of Investments

- 7.1 Investments in marketable securities held in Segregated Portfolios shall be valued by the Custodian no less frequently than daily at their local and base market value at that time.
- 7.2 Investments in Pooled Funds holding publicly-traded securities shall be valued according to the unit values published by the Managers. The Custodian shall be responsible for requesting and recording the unit values on a timely basis.
- 7.3 If a market valuation of any investment is not readily available, an estimate of fair value shall be supplied by the Investment Manager to the Custodian no less frequently than quarterly. Such fair value may be determined by reference to the most recent independent appraisal or by other means such as discounted cash flow or comparison with similar assets which are publicly traded. In all cases, the methodology shall be applied consistently over time.

## SECTION VIII – Voting Rights

- 8.1 The responsibility of exercising and directing voting rights acquired through the Fund's holdings in securities shall normally be delegated to the Investment Manager, who shall be required at all times to act prudently and in the best interest of the Fund.
- 8.2 The Investment Managers shall maintain a record of how the Fund's voting rights were exercised and provide a copy of such record to Administration at least annually.
- 8.3 The Committee reserves the right to direct the voting decision of an Investment Manager if in its view such action is in the best interests of the Fund.
- 8.4 The above constraints and voting rights may not be directly enforceable to the extent that Fund assets are held in Pooled Funds. Nonetheless, the Investment Manager of a Pooled Fund shall be required to act prudently and in the interests of its investors and shall be required to provide a copy of the Pooled Fund's voting rights policy to Administration.

## SECTION IX – Monitoring

### Investment Managers Monitoring

- 9.1 For **monitoring and** assessing the case for retention of each Investment Manager, the Committee shall consider:
  - (a) Each Investment Manager's performance in terms of returns and volatility;
  - (b) Changes in each Investment Manager's organizational structure;
  - (c) Changes in **key** personnel in the relevant investment team of each Investment Manager;
  - (d) Consistency of each Investment Manager's investment strategy and style;
  - (e) Regulatory issues that may affect each Investment Manager;

- (f) Compliance of each Investment Manager to the Policy and respective Manager Mandate;
- (g) Quality of service provided by each Investment Manager;
- (h) Success of each Investment Manager toward achieving the value added and risk objectives of each Investment Mandate; and
- (i) Suitability of each Investment Manager toward meeting the objectives of the Fund and the respective Investment Mandate.

### **Fund Performance Monitoring**

9.1 The Committee shall, at least annually, review an analysis of Fund and asset class performance, to include comparison of Fund return and risk metrics to:

- (a) Performance of the Fund composite Benchmark; and
- (b) Relevant measures of risk.

### **Policy Implementation Monitoring**

9.3 The implementation of the Policy shall be reviewed over the normal course of the four-year measurement period in line with the performance objective. Such review shall consider inputs from the Fund's investment consultant, including advice, asset-liability studies and ongoing manager monitoring, as well as the evidences from similar funds of results and best practices. The following are subject to assessment by the Committee, in the context of Fund obligations, risk tolerance and liquidity requirements:

- (a) Effectiveness of the implementation of the Investment Strategy and Asset Mix Policy;
- (b) Appropriateness of the Fund Benchmark;
- (c) Appropriateness of currency hedging given the Fund's foreign-denominated holdings and asset class exposures;
- (d) Suitability of the Investment Manager structure; and
- (e) Cost-effectiveness of the implementation.

## **SECTION X – Policy Review**

The Policy shall be reviewed and affirmed or amended at least annually.

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For the approval of the Investment Committee: December 1, 2014  
For the approval of the Board of Governors: December 8, 2014

# Memo

**To:** Board of Governors

**From:** Maureen Armstrong, Secretary, Board of Governors  
Leona Fields, Secretary, Pension Fund Board of Trustees

**Date:** November 23, 2014

**Subject:** **Appointment of Pension Fund Trustee**

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## **Background**

As you know, the Pension Fund Board of Trustees (BoT) has responsibility for the pension fund as delegated by the Board of Governors under a Trust Agreement. BoT's Terms of Reference, approved by the Board of Governors, specify that various bodies recommend members for BoT. Those recommended become members when they are approved by the Board of Governors and have signed an acknowledgement that they are bound by the Trust Agreement. Even though a specific body nominates a Trustee, once appointed, Trustees do not represent only that particular body, but have fiduciary responsibilities to all the members and beneficiaries of the pension plan.

The normal term of office is three years, with retiring members being eligible for re-appointment to a maximum of nine consecutive years.

## **Recommendation - Appointment**

That the Board of Governors approves the following appointment to the Pension Fund Board of Trustees, effective December 1, 2014, for a three year term:

**Giulio Malfatti, as a YUSA nominee**

## **Nominee Background**

Giulio was first appointed to the Pension Fund Board of Trustees July 1, 1999 and served for 15 years. Having reached the maximum allowable term, he was replaced July 1, 2014. That Trustee is now on long-term leave. Giulio is now seeking appointment to temporarily replace the Trustee who is on long-term leave. Giulio is the President of the York University Staff Association.

